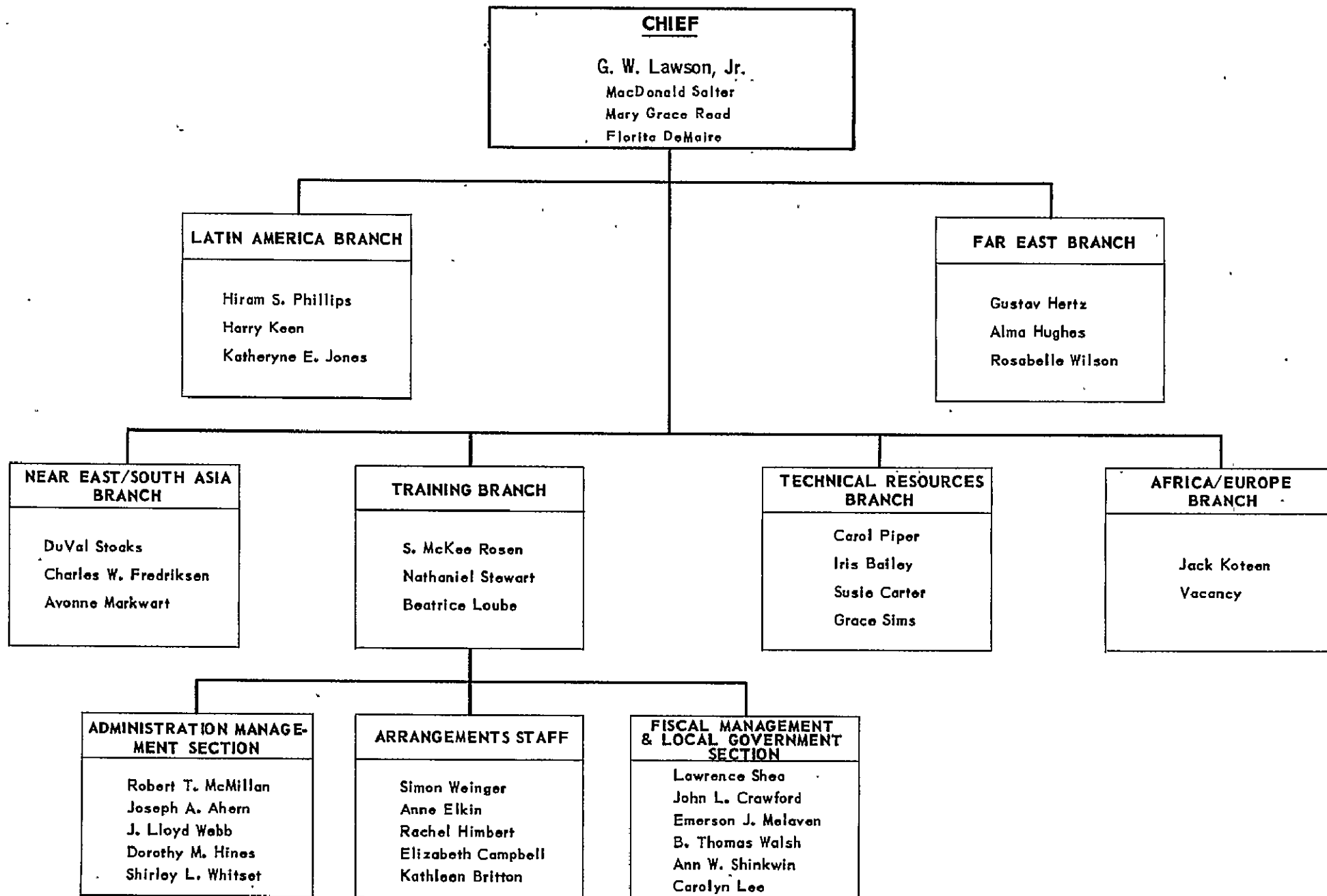


ISSN= 14097

**Review of**  
**MUTUAL** 17  
**COOPERATION**  
**in PUBLIC**  
**ADMINISTRATION**  
**for 1959**

**International Cooperation Administration**  
**Public Administration Division**  
**Washington, D. C.**

# PUBLIC ADMINISTRATION DIVISION



As of June 30, 1960

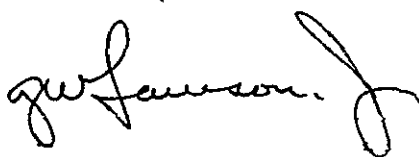
## FOREWORD

This is the third edition of the Review of Mutual Cooperation in Public Administration. It summarizes activities for the 18-month period January 1959 through June 1960. The longer period is due to the changeover from a calendar to a fiscal year basis.

The Review is published by the Public Administration Division of the International Cooperation Administration for the use of public administration advisors overseas, universities and other contracting and cooperating agencies and organizations, and others interested in the public administration technical cooperation program.

A number of the suggestions resulting from a request for an evaluation by the Missions of the 1958 Review have been incorporated into this issue. Among new features are a roster of personnel overseas, a directory of contract technicians overseas, and country figures by fiscal year on technical cooperation and public administration programs.

The overseas advisors prepared the material for the summaries on their countries. Public Administration Advisors are urged to send comments, photographs, and graphic reports of achievements and methods to the editor, Carol Piper.



G. W. Lawson, Jr.  
Chief, Public Administration Division

Washington, D. C.  
July 1960

N.B.

The program dollar costs represent the best available figures. In some instances they include such costs as public safety technical cooperation projects.

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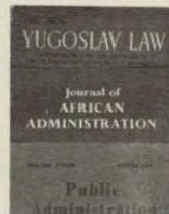
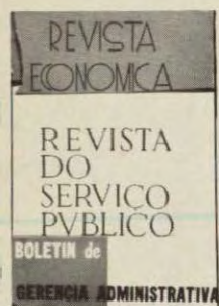
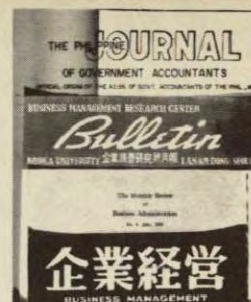
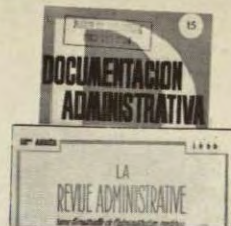


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\*Photo by U.S. Information Service, Morocco.

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## TRENDS AND BENCHMARKS IN OVERSEAS PUBLIC ADMINISTRATION

Technical assistance in public administration continues to be requested at an increasing rate. The growing awareness of the need for sound public administration to support economic development is resulting in increased requests for assistance in fiscal reform activities. Thirty percent of ICA funds allotted for public administration technical assistance during FY 61 were devoted to fiscal improvement, including central banking, taxation, budget and fiscal management. This volume of activity is second in importance only to the support provided to the development of institutes of administration. During this 18-month period considerable support has been provided to countries seeking to participate in the world census of 1960 and to countries in process of developing other key statistical services. It is interesting to note not only the growing realization of the inter-relationship of administration to economic development, but also the broader basis of consideration being given to economic planning. No longer is economic planning essentially identified as economic analysis, but as a total process involving plans for economic and social development and the processes of management necessary to planning and implementation.

In this rapidly changing world, the contribution of sound public administration to national stability is being dramatized in many countries. Where sudden and drastic political change has endangered the stability of the country the presence of effective public administration and trained staffs has materially aided the country through its period of crises. Conversely, there is evidence of regression occurring where developed public administration strength has been materially weakened by the failure of a government to utilize newly trained administrators or to sidetrack or ignore administrative improvements. These political fluctuations have emphasized to many governments not alone the need for sound administrative practices, but also the need for adequate and well trained managerial staffs. This is resulting in an increasing attention by governments to the availability and requirements for managerial talent to support and expand with economic and social development of the country.

One other trend seems to be apparent as we observe public administration technical assistance on a world-wide basis, and this is the tendency to make greater use of regional, inter-



national and foundation resources for the support of public administration projects.

The administration of public administration projects has been affected by organizational changes within the ICA/W structure. There has been a tendency as a result of these organizational changes to increase the problems of coordination which in turn tends to increase the processing time. Among the organizational changes affecting ICA activities are the establishment of the Office of Participant Training (O/PT) which is concerned with improving the standards of administration of participant training; the establishment of the Office of Supply Services (O/SS) which will now provide the backstopping on all projects dealing with supply management; the establishment of the office of the Deputy Director for Private Enterprise (DD/PE) to provide a focal point within ICA for the support of institutional growth abroad designed to aid and stimulate private enterprise; and the assignment of the function of city planning technical support to the Division of Housing and City Planning. In each instance, this has resulted in the transfer of projects and project staff.

Within PAD, a new branch has been established this year to support the developing Africa programs and to pick up those few projects in operation in Africa and in Europe. PAD is now organized on a basis consistent with the regional breakdown of ICA/W, which is facilitating staff relationships and the flow of work. With the designation of a Staff Development Advisor, PAD is now providing full-time attention to the career and career development of the public administration staff in a concerted effort to maintain and further increase quality.

Like other organizations of ICA/W, PAD is now working on its plans for the movement to Annex 1 of the Department of State, where, for the first time in PAD history, our offices will be consolidated into one set of quarters. This will greatly enhance the operational capacity of PAD.

During the past year a great deal of attention has been given to the programming and administration of participant activities. This has resulted in greater emphasis being placed upon the development of workshops in specific fields of activities whereby participants from many countries are being grouped together for study purposes. The resultant inter-play among participants from different cultures has been invaluable



in facilitating the exchange of information among the participants and in underlining the universal application of the principles of public administration to each and all participants. Combined with these workshops much greater attention is being given to long-term placements within public service organizations to assure participants of adequate practical experience in the application of the new principles and techniques with which they are becoming acquainted. It is interesting to note the favorable response of participants to this kind of participant programming and the enthusiastic response of participating agencies to this kind of training activity.

Evaluation of technical assistance during the past 18 months has been dramatized by the establishment of the ICA/W Technical Assistance Study Group (TASG) to undertake a study in depth of technical assistance, its successes and failures. PAD has concurrently been emphasizing its own need for expanding its own activities in the evaluation of its experiences to date. In one instance, it was possible to arrange a follow-up visit by a contractor two years after the completion of his original contract arrangement with the host government. This proved a highly useful experience to PAD for future project planning and an invaluable appraisal and guide to the host government in its own desire to get the utmost benefit from the original contract relationships. In other instances, significant evaluation arrangements have been and are being established to review projects that have been under way for several years.

It is certain that such evaluation activities will prove to develop important future guides for PAD and important benchmarks in project implementation with host countries. In addition, PAD is undertaking the publication of two monographs. One will draw upon the experiences of university contractors in the "why" and "how" of developing institutes and schools of public and business administration abroad. The other will develop from past experience a report and set of guides on the improvement of revenue administration abroad. Both of these monographs will be available early in 1961.

PAD is happy to report clear evidence of a marked and growing professional interest in public administration outside the U.S. by professional organizations and associations in the U.S. The annual conferences of the American Society for Public Administration, the Society for Personnel Administration, and the newly formed



Conference of Deans of Schools of Public Administration and Directors of Institutes all reflected this fact. A survey being conducted of the schools of public administration in the U. S. has already indicated as a major trend the growing attention to international activities in public administration. This is being further dramatized by the observably large student enrollment in public administration of foreign students. This too is a reflection of growing interest abroad in American public administration.

Another measure of the growing awareness of the contribution of public administration to development in host countries is the huge increase in the volume of requests being received during the past 18 months by the Resources Branch of PAD. These requests are for technical information on practices in the U.S. Replies are being drawn from Federal, State and local agencies and from professional associations, all of whom have wholeheartedly supported and given of their materials in answer to these requests. The importance of this contribution to our overseas activities has been fully recognized by these cooperating agencies.





Escuela Paraguaya de Administracion Publica, Universidad Nacional de Asuncion



Escuela Nacional de Administracion Publica, El Salvador



Public Administration Development Center (4th and 5th floors)

Guatemala



Escuela de Administracion Publica de la Universidad Central, Quito, Ecuador. Lic. Carlos Davalos, Director (right) with Former Director Alfonso Arcos (left) and ICA Public Administration Advisor Marvin Weissman





Institute for Administrative Affairs—University of Tehran—  
Iran



Moroccan School of Public Administration at Rabat



Indian Institute of Public Administration at New Delhi



Centro de Formacion y Perfeccionamiento de Funcionarios, Madrid, Spain





KANTOR BESAR  
LEMBAGA ADMINISTRASI NEGARA  
(NATIONAL INSTITUTE OF ADMINISTRATION)  
REPUBLIK INDONESIA



Construction of new building of National Institute of Administration, with model of completed structure. Djakarta, Indonesia



The "old" and the "new" Public Administration Building at Thammasat University - Thailand



Institute of Public Administration at the University of the Philippines, Manila



National Institute of Administration, Saigon, Vietnam







## REGIONAL - FAR EAST

### Regional Conference of Public Administration Advisors.

Economic Development and the Reformed Fiscal Administration was the theme of the second Far Eastern Conference of ICA's Public Administration Advisors held in Saigon February 1960. Thirty-five conferees from eight countries attended this four-day conference, February 16 through 19. An additional twenty persons, members of the Mission and of the Michigan State University Contract Group, also attended. The conference was opened by addresses of the Ambassador and the Mission Director, followed by country roundups describing the operations of public administration programs in eight countries of the Far East and Southeast Asia. Five successive panel discussions dealt with the principal aspects of technical assistance in the area of public administration as related to the theme of the conference. Included in the panels were the following topics: Assisting Governments in Achieving Improved Fiscal Administration; Interrelationship between Economic Planning and Fiscal Reform; Advising on Improvements in Tax Policy and Administration; Organization and Personnel Problems in Fiscal Reform; and the Role of Institutes of Business and Public Administration.



Opening Session of Far East Regional Public Administration Conference in Saigon February 16, 1960



## CAMBODIA

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	2133	2500
Pub. Adm.	68	139

The major public administration objective in Cambodia during 1959 was to provide assistance in a reorganization of the Ministry of Finance and improve the budget process. The government has requested assistance in helping to achieve increased revenue without an increase in tax rates. As a first step in achieving this objective it was decided to study methods for better utilizing existing revenues as an indirect means of increasing the overall funds available for the expanding government services.

Budget Management. During this calendar year a series of studies of budget management was prepared and a comprehensive report with recommendations for improvements submitted to the government. Assistance is now being provided in implementing those recommendations which have been accepted by the government.

Training. Two participant programs were arranged during the year. The first program was conducted in cooperation with the Cambodian Royal School of Administration, and took the form of a tour for six former students. It was designed to explain relationships between the U.S. government and industrial and agricultural sectors of the country's economy, and the possibilities inherent in the development of an economy under limited governmental direction and control. A tour included visits to the U.S., and to France and India as well. The other participant program took the form of an eight-month study period in the U.S. in the field of treasury management for an employee of the Ministry of Finance.

Statistics. A project in statistical services was completed during the year. Actual technical advice under this project was provided by the United Nations. U. S. assistance consisted primarily of furnishing equipment and helping to finance a series of basic statistical surveys. Among the surveys completed during the year were a demographic

Cambodia - Continued

survey, an employment survey and a study of family living costs.

Personnel. F. RUSSELL LANOU continued as Public Administration Advisor (Budget), assisted by RICHARD L. DUNHAM until the latter completed his field tour in the fall of 1959. LEO J. JUSSEAU was assigned to the Public Administration Program as support technician in October.

## CHINA (TAIWAN)

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	2500	2400
Pub. Adm.	156	160

Progress in the improvement of public administration on Taiwan between January 1, 1959 and June 30, 1960, came slowly at first. The Quemoy crisis in 1958 and the national disasters of 1959 distracted the attention of the Government of the Republic of China (GRC) from its problems in public administration. Delays in the arrival of advisory staff also contributed to a slow start. By the end of the period, however, substantial indications of GRC interest and concern were manifest, notable program gains had been made, and public administration had become one of the Mission's most important areas of technical cooperation.

Business and Public Management Institute. GRC officially requested Mission assistance in negotiating a contract with a U.S. university interested in aiding in the establishment of an institution on Taiwan to provide effective academic training in the management field. By June 1960 negotiations were under way for an American university to make a reconnaissance survey on Taiwan and recommend what course of future action should be taken with respect to creation of a management school.

## China (Taiwan) Continued.

Budget Operations. Under the guidance of two returned participants who undertook training in budget administration, a new public enterprise adopted performance budgeting methods for its entire operation. This was the first time in the history of the nation that a radically new concept in budgetary operations had been undertaken. Following this initial experiment in the budget area the Directorate-General of Budgets, Accounts and Statistics recommended a performance budget program for the GRC, exclusive of the judicial and military agencies. A performance Budget Implementation Commission has been established to carry out a comprehensive program along these lines.

Government Accounting. An Administrative Reforms Committee made recommendations which have led to the creation of a centralized disbursement system for the GRC, including the military services. The Director of the National Treasury is making a detailed study of the U.S. disbursement system, preparatory to implementation of the centralized system of the GRC.

Taxation. The effects of imposition of substantial direct taxes to finance reconstruction following the flood and typhoon disasters of 1959 pointed up the need for modernized tax legislation and administration. An advisor full-time on administration and a consultant for a short period on legislation are now on duty. A working committee of technicians and tax specialists has been formed in the Ministry of Finance and is hard at work on administration and enforcement problems.

Stock Exchange. In an effort to mobilize effectively private capital for the development of commercial and industrial enterprise, the GRC requested Mission assistance in developing properly regulated controls over investments. An ICA Stock Exchange Consultant made a study on Taiwan and indicated conditions necessary for the establishment of a Stock Exchange. It is believed that sound concepts of government responsibility in connection with investments have been imparted to the GRC through the study, as evidenced by the quality of constructive thought now being given the problem by GRC.

Participant Training. A high-level group of Chinese officials composed of the Deputy Minister of Finance and five Bureau Chiefs spent two months in the U. S. on an intensive program of observation and consultation on fiscal management problems.

## China (Taiwan) Continued.

Banking Advisor. The GRC has requested Mission assistance in the form of a Banking Advisor to aid in the organization of the Central Bank of China and in the establishment of machinery and criteria for credit operations. Details of the assistance program were being developed and recruitment was under way on June 30, 1960.

Personnel. ARNOLD KIRCH returned to Taiwan in February 1959 as Budget Advisor and was joined in January 1960 by L. S. GEOFFREY, Statistical Advisor. C. LAWRENCE PRICE, Tax Specialist, transferred mid-term from the Philippines in March 1960 and BERNARD J. OLIVER arrived in April as advisor on finance and disbursements. In early 1960 GEORGE M. FERRIS, Jr., short-term consultant, made a study and indicated conditions necessary for the establishment of a stock exchange.

## INDONESIA

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	6031	6500
Pub. Adm.	828	1230
Spec. Asst.	1200	1350
Pub. Adm.	1000	600

Experience has repeatedly demonstrated that the scarcity of administrative and management skills in Indonesia is one of the most severe handicaps that confronts all developmental activities. During the four years that the USOM/Indonesia public administration program has been in operation activities have been concentrated on three projects: (1) Participant training in the U.S. and third countries for selected officials from various government departments;



Indonesia - Continued.

- (2) Assistance to the Department of Interior and Regional Autonomy's training program for local government officials;
- (3) The development of a public administration training and research center at Gadjaja Mada University, at Jogjakarta.

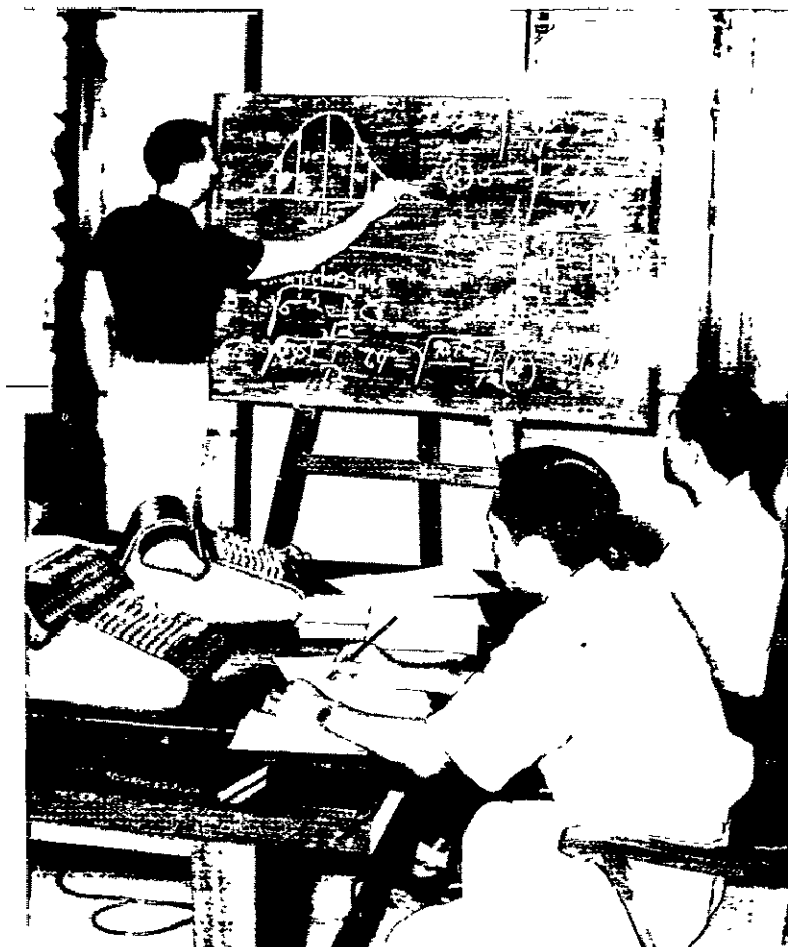
Administration in Management Education. The Public Administration Training and Research Center at the University of Gadjaja Mada has been in operation for approximately two years. Considerable progress has already been made toward the development of an expanded curriculum at the undergraduate level and the establishment of a graduate school of public administration. In addition a research program is being developed, conducted by graduate students working under the guidance of GARTH N. JONES, USOM Public Administration Advisor. Research activities, as well as an educational program, are supported by a good library and other training facilities, largely provided through ICA assistance.

Counterpart funds are being used to construct a building to house the activities of this project. The Research Program will make an important contribution to the development of similar programs in other educational institutions throughout Indonesia; and such activities will, it is hoped, be used by government officials to strengthen the administration of their various programs. Five instructors are now receiving training at various universities in the U.S., and it is planned that others will be selected and programmed for training during 1960 and 1961.

Local Government Administration and Management Training. ICA has since FY 1956 assisted the training programs of Indonesia's Department of Interior and Regional Autonomy in two specific areas. First, through contract arrangements with Wayne State University, fifteen high-level local government officials have been trained in the U.S. each year for a period of 12 months. They receive both academic instruction and on-the-job training with selected U.S. local government organizations. Second, both technical assistance and commodity support have been provided to the Department's Training Academy located at Malang, East Java.



At the Training Academy for future local officials of Indonesia, students discuss office layout with Advisor Henry C. Bush after a class in office management. Local officials from all regions of the country are brought to Malang, East Java, to this academy which ICA is assisting under the training program of Indonesia's Department of Interior and Regional Autonomy.



An American sent to Indonesia by the Ford Foundation to work with the Ministry of Education teaches statistics to young Indonesian professors at Ministry of Home Affairs' training academy for future local government officials. The Indonesian counterparts will teach statistics after the American has departed.

## Indonesia - Continued.

Local government officials are brought to this Academy from all regions of the country for the purpose of receiving training in local government administration. The time required to complete courses of study offered ranges from one to three years. USOM Public Administration Advisor HENRY C. BUSH is assigned full time to the training staff where he serves both as instructor and as advisor for the overall program.

In cooperation with several local government organizations in East Java, an internship program had its beginning during the past year. Case studies in local government administration are being developed and will be used to strengthen the training program at the Academy as well as the training programs of nine regional local government training centers that are being developed. The ICA technician assigned to this project is assisting with the development of an integrated program of training which includes activities of the regional training centers. He is also assisting with the selection and training of instructors, both in Indonesia and abroad, to carry on the program in the future.

And finally, through the assistance of ICA and other foreign aid programs, an excellent public administration library and other instructional materials and equipment have been provided.

### Technical Assistance to Central Government Administration.

This project is staffed with one Public Administration Advisor (Personnel) who is being assisted by a Support Specialist. Activities during 1959 have been concerned with participant training for all government departments, and technical assistance to two of Indonesia's largest banking organizations in their efforts to develop improved personnel management programs. Also, consultations have been held with officials of the National Personnel Bureau and of other departments who are concerned with making improvements in the overall civil service program of the national government. The technician assigned to this project, CHARLES W. TERRY, has been serving as Acting Chief of the Public Administration Division during most of the past year.

Indonesia - Continued,

Central Government Management Training: National Institute of Administration. The National Institute of Administration (Lembaga Administrasi Negara) was established by the Indonesian Government within the Office of the Prime Minister in May 1958, for the purpose of providing leadership, encouragement, and resources to the in-service training program of all government departments. At the request of the Government of Indonesia it has been provided with considerable ICA assistance and a training center for the Institute has been constructed through the use of counterpart funds and is now in operation. A major means of support is the contract with Indiana University, approved in June 1959, which is providing both technical and commodity support. This contract will eventually provide from five to seven technical advisors who will assist with the development of the Institute's overall program and with the training of its personnel. At the present time, five of its staff members are receiving training at Indiana University and others will be scheduled during the next two years. In addition, extensive library resources and various other training materials and equipment that cannot be procured locally will be provided through the Indiana University contract. At present the Indiana staff consists of WALTER MODE as Chief of Party and OWEN J. STINE as Administrative Officer.

Progress of the USOM public administration program in Indonesia has been handicapped during the calendar year 1959 by two unanticipated occurrences. First, MacDONALD SALTER was forced because of illness in his family to return to the U.S. after serving approximately four months in Indonesia as Chief of the Public Administration Division. Second, a complete reorganization of the Indonesian Government began in the early summer and had not been completed at the end of the year. As is usual under such circumstances, the reorganization has brought about a shifting of personnel which required reestablishment of USOM contracts in many government organizations. While the streamlining of government organizations that is being undertaken promises well for improved future operations, it has temporarily handicapped detailed planning of specific USOM projects for the next two fiscal years.

Indonesia - Continued.

Training Program. During the past year requests for participant training projects followed trends of the past two years by increasing sharply. From more than a hundred requests, participants were scheduled for training either in the U.S. or in third countries. The largest participant project was (as has been the case during the past three years) with the Department of Interior and Regional Autonomy, as described above. The second most important project was with the State Planning Bureau, eight of whose staff members were sent to the U.S. either for specialized training in economic development fields, or for general management training. Other participants selected from the various departments of the government were scheduled to receive training in such fields as administrative management, budgeting, accounting and auditing, general administration, organization and management, personnel administration, statistics and tax administration. Three faculty members of the Public Administration Center at Gadjaja Mada University were sent to U. S. universities to receive advanced training.

A total of 167 participants had been scheduled for training under the USOM PAD participant training program prior to 1959. Most of these and a number of short term FY 1959 trainees have returned to Indonesia. A survey conducted by the USOM Training Division shows that a large percentage of the former participants are holding key positions in various government organizations and there is mounting evidence that they are using their training to improve the operations they supervise.

Circumstances concerning one participant, who returned to Indonesia too recently to be included in the published report of the Training Division, are significant. Returning from one year of administrative management training in the U.S. during the early part of calendar year 1959, this official, in less than six months after his return, received two promotions and now is the chief of a large division. Since assuming these duties, he has greatly improved the efficiency of the division's operations, has insisted that his employees stay on the job during work hours and has adopted a policy that calls for regularly scheduled staff conferences with section chiefs. The results of his activities have attracted considerable attention and his division is being used as a model for the reorganization of other divisions in various departments.

Indonesia - Continued.

While this case is not presented as typical neither should it be considered an isolated instance. Generally, however, when participants first return to their positions in government organizations after receiving training abroad, they find it necessary to repress any urge they may have to recommend immediate changes in organization and operations. Such actions would develop resentment in most countries and would ordinarily be particularly ill-advised in Indonesia. In most instances, in order to be effective, they must work quietly and gradually bring about improvements in a way that does not attract too much attention - recook their training, in other words, to give it an Indonesian flavor. This means that full benefit from many of these projects will not be realized for a period of several years after the training has been completed.

Non-ICA Public Administration Assistance. The USOM Public Administration program is not the only activity in this area that is being stepped up. Ford Foundation is expanding most of its Indonesian projects in the field of economics training and business administration, as well as its pilot project in community development. The Colombo Plan has already agreed to expand its public and business administration participant training activities and it is probable that further expansions will result from discussions growing out of their conference which was held this year in Jogjakarta. It is possible also that United Nations activities in this field, which have not been extensive during the past year, may be expanded as a result of conferences between U.N. representatives and Indonesian Government officials during 1959.

The past year has been a difficult one for the Indonesian national government. Major efforts have been directed toward overcoming rapidly deteriorating economic conditions. This has made it difficult for the government to devote either the time or the resources to public administration training that otherwise might have been expected. However, there is ample evidence that top level officials have not lost sight of the fact that the need for such training is urgent. A directive from the President of the Republic of Indonesia issued in October 1959 makes training in administration compulsory for all government officials, including the top ministers, as well as for all employees in the Regional Governments and in agencies, foundations, enterprises and Institutes.

## Indonesia - Continued.

At the present time, available training resources are not adequate, either quantitatively or qualitatively, to make it possible for this decree to produce the desired results. However, issuance of the decree undoubtedly will cause more effective use of the training facilities that are being developed through the National Institute of Administration and other training institutions. It will thus constitute a challenge to all foreign aid programs attempting to assist the government with its efforts to strengthen administration and to improve and expand training facilities.

Personnel. Public Administration Division staff consists of LAWRENCE W. SMITH, Chief, and Advisors CHARLES W. TERRY, GARTH N. JONES and HENRY C. BUSH; and Support Technician DANIEL KILTY. The Indiana University contract group is headed by WALTER M. MODE.

## JAPAN

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	2491	2000
Pub. Adm.	200	122

Keio University Graduate School of Business Administration. A long relationship has existed between Keio University and Harvard University. At the request of Keio recruitment has been undertaken, with the assistance of Harvard, for an advisor to help Keio establish a graduate school of business administration. The advisor will assist Keio in the field of academic program planning. The program will follow plans developed in joint meeting held in the U. S. and in Japan between officials of the two universities.

Waseda University Institute for Research in Productivity. The University of Michigan, under an ICA third country contract, continued the program commenced in 1956 to assist Waseda University in the development of management education and in the establishment of a management research institute. The Institute ties in closely



## Japan - Continued.

with several efforts to raise Japanese industrial productivity. Seven new participants arrived at the University of Michigan's campus in 1959, replacing ten who had completed their training. As this qualified Japanese staff becomes available, a marked step-up in activity of the Institute takes place. There is a notable increase in the use of the Institute by Japanese industry. Extensive use is being made of computer facilities. Other Universities in Japan are now giving such attention to training for management that Waseda has been able to curtail its planning and sponsorship of management seminars and concentrate on the work of the Institute's research program. It is expected that the University of Michigan program in Japan will terminate in December 1960 with its work successfully completed.

## KOREA

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	6110	6500
Pub. Adm.	1189	910

The Korea public administration program is the largest public administration program in the Far East and covers assistance in almost every activity. The revolution which saw the resignation of President Syngman Rhee was followed by a drastic shake-up both in personnel and organization. However, the major activities indicated below continued relatively unchanged.

Management Development. The operation of the National Officials Training Institute (NOTI) is a most significant contribution toward in-service training. The Institute, established in 1949, has expanded rapidly during the past eighteen months, both in scope and in effectiveness of operations. Important training



## Korea - Continued

courses are being conducted in executive development and middle management and instructional methods, in addition to specialized courses requested by and designed for the Ministry of Transportation, Bureau of Statistics and Office of Supply. The Executive Development course has provided training for more than 140 Bureau Directors through March 1960, and is the first program of high-level in-service training in the Korean Government. NOTI is also in the process of training 200 Bureau of Statistics personnel in work simplification and practical statistics. This program will assist the Bureau in conducting the necessary preparations and training for the 1960 censuses.



Kim, Dong Won, Dean of The National Officials Training Institute at Seoul discusses with Bureau Chiefs and Directors, Human Relations, a subject explored for two weeks during the First Executive Development Training Seminar for high-level officials of the Government of the Republic of Korea.

Recent NOTI efforts have been directed towards assisting various Republic of Korea Government (ROKG) agencies to establish training officers and programs. Many former NOTI students are

## Korea -- Continued

now working in ROKG agencies in many areas of administrative improvement, and training offices have recently been established in Seoul Special City, the Ministry of Health and Social Affairs and the Ministry of Transportation. A recent NOTI proposal for State Council consideration concerns follow-up training designed to reach more than 600 returned participants in fields ranging from atomic energy to rodent control. Under the contract with the University of Minnesota, American advisors have assisted and will continue to assist NOTI management to make improvements in course content and teaching methodology, as well as to offer technical assistance and physical facilities to those ROKG agencies showing interest in the role of training as a continuous function.

School of Public Administration. The Graduate School of Public Administration at Seoul National University celebrated its first anniversary on April 1, 1960. The School, assisted through the contract with the University of Minnesota, is offering the first courses of this kind in Korea, is providing a public service concept of government employment and operations through a two-year program leading to the Master's degree. At present, 100 students, consisting of a day school enrollment of 35 pre-service students and a night session composed of some 65 government officials, have reached the end of the first year program. Applications of new students indicate that the reputation of the School has climbed to a high level, with the help of seven Public Administration Advisors providing assistance on curriculum, course content, library and research activities.

Now that the basic task of organizing the courses has been completed and actual instruction has begun, advisors and faculty have devoted much effort to improving teaching methods, developing and planning a research program that can be of practical assistance to the Korean Government, working out an internship program for pre-service trainees, and collecting and cataloging both western and oriental publications for the growing library. Serious problems remain; the most serious, perhaps, concern up-grading of Korean faculty and student placement upon graduation in the face of high unemployment and a tendency toward political appointments. Progress during the first year has been gratifying, however, and it is felt that growing awareness of the importance of sound management practices in government will continue to assist the School's development.

## Korea - Continued.

School of Business Administration. In the field of business education, Washington University of St. Louis is assisting two leading private universities - Yonsei and Korea Universities - in revamping and modernizing their business administration curriculum, in improving their teaching methods, and in initiating a program of research into the problems of modern business organization and operations. The advisors, through their wide contacts with Korean and foreign business organizations, USOM, and professional organizations, have been able to foster interest in improved business management techniques, particularly in the fields of marketing and accounting. Research reports and case studies growing out of field trips and inspection visits to industrial and commercial organizations throughout Korea are being used to point out advantages of modern business management to students and businessmen alike.

A unique portion of this project has been the Summer Management Development Conferences. This annual program is sponsored jointly by Yonsei University and Korea University, and is provided with back-stopping and technical assistance services by Washington University of St. Louis. To date, three of the summer programs have been held, each attended by approximately 25 high-ranking Korean commercial and industrial leaders. These professional men, through lectures, case studies and conferences, are made aware of the advantages of market research, accurate accounting and auditing, production control, and the means and advantages of modern business administration techniques.

Fiscal Administration. The Korean Government, anxious to increase government revenues through modernization and revision of the present tax system, has been particularly receptive to the advisory efforts of the U. S. tax advisory group working with the Ministry of Finance. Four revised taxes (stamp, registration, admissions, and entertainment) were passed by the National Assembly and took effect in early 1960. Added to these four are six more tax laws that the Taxation Bureau hopes to have revised and ready for the Fall Session of the Assembly in late 1960. With the exception of customs duties and a special excise tax on foreign exchange, these taxes represent the backbone of the revenue system of Korea.

## Korea - Continued.

In addition to actual work on tax revision, the tax advisory group provides assistance to the Taxation Bureau in its program of internal improvement. Demonstration and training equipment have been provided, internal procedures are being studied and improved, and a tax research program, including a modern taxation library, is being developed.

Other promising developments in the field of fiscal administration include a proposal by the Ministry of Finance to install a business-type accounting system for government-owned enterprises, and installation involving the Ministry of Transportation (railroads), the Ministry of Communication (post and telegraph) and the Office of Monopoly (salt, ginseng, tobacco). The initial installation, scheduled for the summer and fall 1960, could have far-reaching effects upon traditional Korean thinking concerning accounting and budgetary procedures. The Mission has indicated its interest and support in this effort by sending eight Korean budget officials on a short-term observation trip to Taiwan and the Philippines to observe the efforts of these two countries in this field.

It should also be pointed out that no effort is being made to compartmentalize Korean efforts to improve accounting and fiscal administration. On the contrary, efforts are being made to show the relationship of good accounting practices and improved budgetary and fiscal procedures to the entire spectrum of management improvement. Support and assistance have been enlisted from fiscal and accounting advisors from Seoul National University, and from Yonsei and Korea Universities, from the advisory staff to the Office of Supply, Republic of Korea (OSROK), and from other USOM divisions, in order to emphasize and cooperate on fiscal improvement programs and projects.

Management Improvement. In the area of Advisory Administrative Assistance to the ROKG Office of Supply, the emphasis has shifted from actual operation of Korean ports (following the war) to internal administrative improvements. An internal organization

## Korea - Continued.

and management survey is being conducted, training programs for OSROK employees at NOTI have been conducted, a manual of operating procedures is planned, and a project is being considered that should provide for the modernization of the physical layout and equipment of OSROK. The most recent development is the decision to establish a new Office of Supply Management in the Mission, to be created by combining the Supply Advisory Branch of the Public Administration Division and the procurement functions formerly carried out by the Program Documentation Division. This organizational realignment will give increased recognition to the role of supply and procurement functions and will permit technical assistance to OSROK to continue.

Economic Planning. A group of American advisors from the University of Oregon is assisting the newly-created Economic Development Council (EDC) in developing Korea's first long-range economic plan. The initial three-year portion of the Korean Seven-Year Plan is now being studied by the State Council, and work on the second four-year portion will begin, with American Assistance, in the near future. Major problems remain to be solved concerning jurisdictional relationships between EDC and the planning and research organizations of other ROKG ministries and agencies, and the need to review the Council's internal organization and staffing. Participant training will play an important part in this, as in other projects. Four EDC officials will be provided opportunities for an academic and observational program that should greatly increase their effectiveness upon return from training.

Census Preparation. A lack of reliable data has long been a hindrance to both governmental and commercial activity in the Republic of Korea. The 1960 censuses of agriculture, population, and housing are now scheduled for this Fall with the assistance of a team of American census and statistical advisors provided by Surveys Research Corporation. Five ROKG ministries have cooperated on preliminary census preparations through the Inter-Ministerial Census Council, the first time that the Korean Government has established an effective mechanism at the ministerial level to coordinate related operations among several government agencies. Preparations for the censuses have included: a data processing machinery survey; the training of twenty Korean census personnel at the Statistical Center of the University of the Philippines; preparation of program documents leading to the rental and purchase of necessary data processing machinery; and the formulation of a local



Korea - Continued.

currency budget of more than 1.5 billion hwan. Administrative and technical assistance to the ROK Bureau of Statistics also continues with aid in such areas as operational improvement and training of Bureau employees.

Public Administration Contract Groups. The following contract groups are currently offering technical assistance in the different aspects of administrative improvement in Korea.

1. University of Minnesota - Graduate School of Public Administration, Seoul National University.  
National Officials Training Institute.
2. Washington University - Graduate Schools of Business Administration, Yonsei and Korea Universities.
3. Brookings Institution - Taxation Bureau, Ministry of Finance.
4. Oregon University - Economic Development Council, Ministry of Reconstruction.
5. Surveys and Research Corporation - Census Council and Bureau of Statistics, Ministry of Home Affairs.

Personnel. The PAD staff consists of: CARROLL K. SHAW, Chief; THOMAS L. ELIOT, Deputy Chief; JOHN A. DANISH, Accounting Advisor, who transferred mid-term from the Philippines; WAYNE C. OLSON and M. ARTHUR REICH, O & M Advisors; CARMELO P. LAFALCE, Program Assistant formerly in Iran; OLIVER S. POWELL and ROBERT F. W. WHITCOMB, Banking Advisors, until their departures earlier this year; and LESTER LEVEY, Customs Advisor, until his death in July 1959. FREDERICK MAPES, EDWIN W. PAYNE, AMES GAUTHIER and ROBERT E. MORRELL constituted the Supply Advisory Branch of PAD until their transfer into USOM's Office of Supply Management.

Korea - Continued.

The contract groups are headed by: ELWYN A. MAUCK, who succeeded E. R. DRAHEIM, University of Minnesota; C. W. EMORY, who succeeded CHARLES E. GILLILAND, Washington University; C. LAWRENCE, who succeeded HERBERT O. ROGERS, Surveys Research Corporation; JAMES K. HALL, Brookings Institution tax advisory group, and VICTOR MORRIS, University of Oregon.

## LAOS

ICA Technical Cooperation and Public Administration Programs  
(in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	1698	1500
Pub. Adm.	203	310

Laos became an independent country only a few years ago. Despite a multitude of problems and frustrations, both internal and external, Laos is striving to retain independence in the free world. Qualified technical personnel and assistance are needed in virtually all the ministries and subsidiary agencies of the government.

Procurement. The Procurement and Supply Advisor has guided and assisted the Government Purchasing Office (GPO) of the Royal Lao Government in improving its organization and procedures. The GPO warehouse has been reorganized and procedures established for receiving, documenting and distributing all American aid material entering Laos.

Banking and Monetary Reform. The Banking Advisor has been instrumental in stabilizing a number of policies and procedures which, in turn, contributed to more efficient operation of the National Bank. He assisted also in the establishment of such important central bank functions as credit operations, bank examination, international banking operations, and personnel administration. Through his guidance, after-hours classes were started in banking operations and techniques as well as courses in English.

Laos - Continued.

Training. Due to the difficulty in obtaining Lao participants who could be spared from their jobs, the participant training program did not get under way until March 1960 when the first two participants went to Saigon for a study of budget operations. Several other participants are now being processed for third-country training.

Plans for Immediate Future. Supplementing present activities PAD in the coming year plans to offer assistance in: devising means to increase government revenue; taking a census in Vientiane in 1960; preparing for a national census in 1961; and establishing in-service training courses in the major ministries.

Personnel. RAY E. DAVIS, who had completed a one-year work training program with the California State Board of Equalization in Sacramento following his extended tour of duty in the Philippines, arrived in Vientiane in August 1959, as the new Chief of PAD succeeding KALMAN DIENES. The supporting PAD staff consisted of WILLIAM S. RIZK, Banking Advisor who also served as Acting Chief of the Finance and Trade Branch; ROBERT P. HOLDING, Procurement and Supply Advisor, who served as Acting Chief of PAD in July and August 1959; and JOSEPH CULBERTSON, Program Assistant. In September 1959, the division secured the services of a full-time secretary, EVELYN HACKETT; in October STERLING McGRATH, Budget Advisor, arrived after a tour of duty in Iran; LEO BARNETT entered on duty as Customs Advisor in November. ARTHUR L. HAMILTON, Accounting Advisor, arrived in March and A. A. ROZENTAL entered on duty as Tax Advisor in late July.

At the request of the Royal Government of Laos for a high-level Fiscal Advisor, the Embassy and the Mission provided a Foreign Service Officer, ROBERT EISENBERG. He arrived in Laos in February 1959 for a one-year assignment free of Embassy and USOM responsibilities. Mr. Eisenberg acted as Financial Advisor to the Royal Lao Government until his departure in March 1960. He is being replaced by ALEXIS E. LACHMAN, former ICA Program Officer in Italy. In addition, Professor NEIL JACOBY, Dean of the School of Business Administration at the University of California, made a brief visit and prepared a report on taxation. This document brings together



Laos - Continued.

current thinking on taxation problems in Laos and will provide a basis for determining appropriate tax reforms.

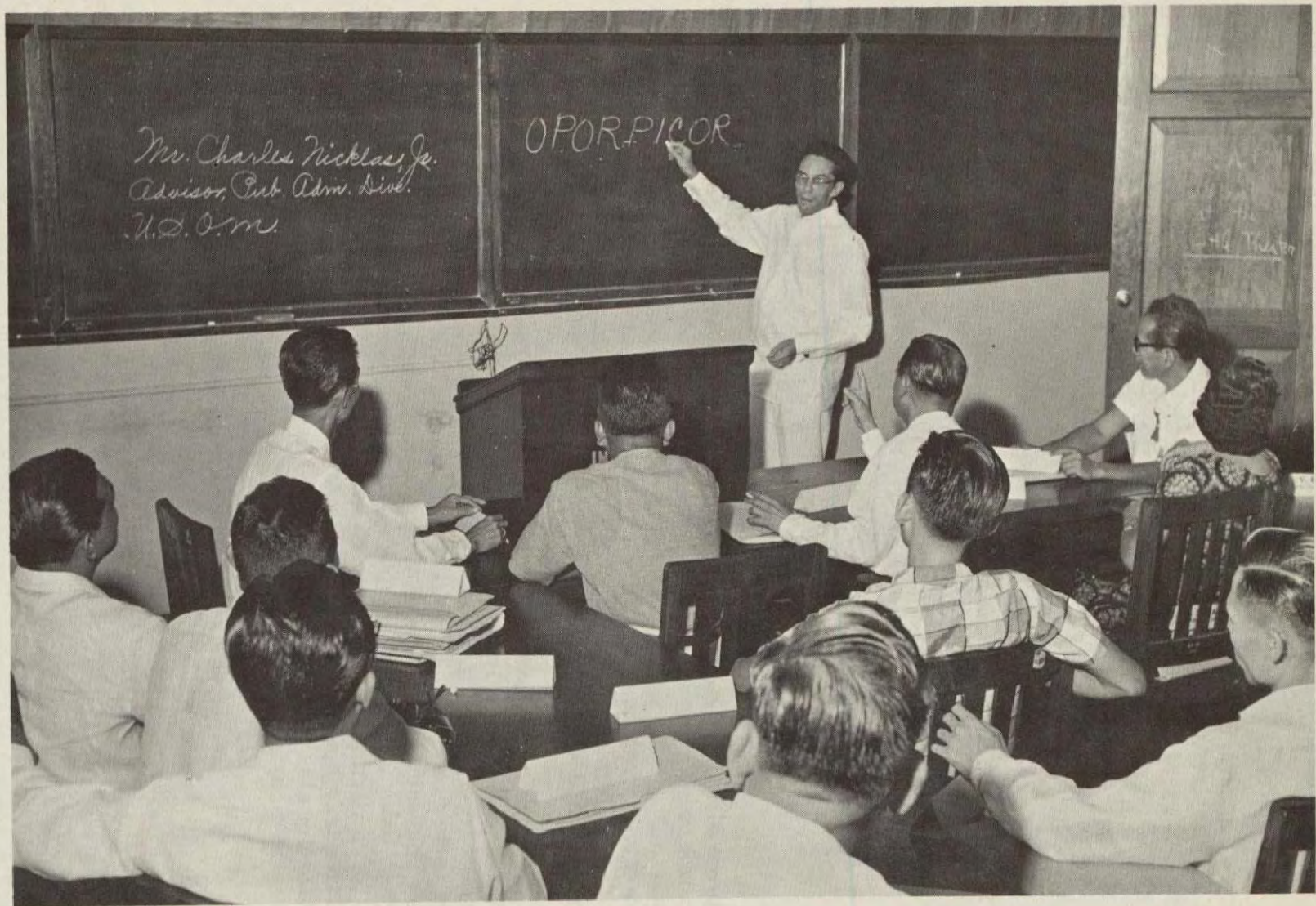
**PHILIPPINES**

ICA Technical Cooperation and Public Administration Programs  
(in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	2995	3000
Pub. Adm.	272	314

The principal objective of the ICA/Manila public administration program is and has been to assist in increasing the capacity of the Republic of the Philippines to carry out its own program of economic and social development through bilateral projects directed toward the improvement of the institutions, management and service functions of its government. This program has consisted of about twenty separate projects, six of which are currently underway.

Budgeting, Accounting and Auditing. The 1.2 billion peso budget for FY 1961, which the President submitted to Congress on a program and performance basis for the fifth consecutive year, showed improvement due to the Budget Commissioner's refinements in program presentation and performance measurement. Congress continued to make appropriations, except in a few departments, by line items for personal services and by object classifications for other expenditures. However, the President's Program of Expenditures, which is the allotment control device, was based upon the performance and program considerations of the budget, as modified by Congress.



Management analysts in a course at the Institute of Public Administration discuss with advisor Charles Nicklas, Jr., the nature and scope of management improvement work. The coined word OPORPICOR represents the initial letters of the elements of management responsibility: objectives, plans, organization, resources, procedures, information, communication, operations, results. The group enrolled in the eight-week course, sponsored by the Management Service of the Philippine Budget Commission, was composed of 40 employees representing 36 government agencies.



Philippines - Continued.

The Central Accounting Service of the Budget Commission, which had for several years maintained centralized control over all accounting activities of the Government, decentralized these operations to the various departments and agencies during the year. The project, on which the services of Booz, Allen & Hamilton, management consultant firm, were utilized, was terminated in December 1959 having effected improvements in the fields of auditing and treasury operations.

Public Administration Improvement. LEON M. LAZAGA, who had served as Executive Officer of the Government Survey and Reorganization Commission and later as Chief of the Management Service of the Budget Commission, retired from government service in December 1959 to act as management consultant to private industry. He was succeeded as Chief of the Management Service by his former assistant, REUBEN M. DE CASTRO.

The Management Service, 12 of whose 28-member staff are or have been participants in the U.S. Training Program, continued its efforts to develop, stimulate and carry out a government-wide management improvement program through organizational studies in nine governmental agencies, the issuance of seven management guides and the training of 63 management analysts from 52 governmental agencies. A total of 149 government personnel have thus far been trained as management analysts.

The Service undertook a follow-up of government reorganization plans to determine the extent to which they had been carried out, obstacles preventing implementation, and measures needed to improve the plans now in effect.

A reorganization plan was adopted creating a Council of Administrative Management, reporting directly to the President of the Philippines on management improvement programs. The Chief of the Public Administration Division, at the request of the Council, participated in its monthly meetings.

The Management Service sponsored jointly with other government agencies a series of regional seminars to promote public service and management improvement at all levels of government throughout the Philippines.

Philippines - Continued.

Wage and Position Classification Office (WAPCO). The Wage and Position Classification Office of the Budget Commission undertook a nation-wide salary survey and initiated measures to up-date the existing standardized government pay scales based upon data compiled in 1954. It also conducted a government-wide position audit to evaluate the system established in 1955; and took action to correct such inadequacies as were found. A project for strengthening and improving WAPCO and the civil service system in general was undertaken.

1960 Census. For the taking of 1960 censuses of population, housing and agriculture the U.S. will provide three technical advisors, participant training in the U.S. for census personnel, and machine tabulation equipment and supplies for processing census returns. The Philippine Government, on its part, will carry the major financial burden of approximately 13 million pesos as well as the basic responsibility for planning and conducting the censuses.

Six participants returned from training programs in the U.S. and resumed their positions in the Philippine Bureau of the Census and Statistics, and arrangements were completed for eight more participants to receive census training in the U.S. in FY 1961.

The population and housing censuses took place in February and March 1960, with a post-enumeration survey in April; and the agriculture census was carried out during May and June.

Department of Finance. DOMINADOR R. AYTONA was appointed Secretary of Finance by the President of the Philippines in January 1960 and was succeeded as Budget Commissioner by Deputy Commissioner FAUSTINO SY-CHANGCO, a returned ICA participant.

Secretary Aytona moved ahead rapidly to effect many improvements in the organization, administration and operations of the Bureau of Customs and Bureau of Internal Revenue, major organizational units in the Department of Finance and the principal revenue-producing agencies of the Philippine Government.

## Philippines - Continued.

Among other accomplishments, the Secretary secured approval of the National Economic Council and ICA for a 300,000 peso counterpart fund for the employment of a Philippine management consultant firm to study, report and implement recommendations on the organization, administration and operations of the Bureau of Customs.

Revenue Administration. The 1959 Congress increased taxes by 116.5 million pesos per year and adopted the pay-as-you-file income tax system which, long advocated by U. S. tax advisors, was a major step forward in tax administration.

One of the outstanding features of the Philippine Bureau of Internal Revenue is the utilization of returned U.S. participants. The Commissioner, Deputy Commissioner, each of the four department heads, three of the four assistant department heads, seven of the thirteen division chiefs, seven of the ten regional directors, and three of the ten assistant regional directors are returned participants. These 26 people, out of the 34 who have received U. S. training, constitute a well-balanced staff, utilizing the training they received to maximum advantage. For the fiscal year ended June 30, 1959, revenue collections were 636.9 million pesos compared to 362.3 million in 1951 when the project started, an increase of 76 percent.

Most objectives of the revenue administration project had been reached and the project was closed on March 12, 1960.

Department of General Services. One hundred and six employees from about 85 agencies completed a two-month records management course sponsored by the Bureau of Records Management. The graduates of the three courses formed the "Records Management Association of the Philippines". The 400,000 documents consisting of Philippine Insurgent Records of 1898, received from U. S. Government archives in 1958, were inventoried and indexed preparatory to making them available to qualified historians and researchers. An inventory of Philippine government records holdings was 50 percent completed.

A glass-top display case for historical documents was placed in the center lobby entrance of Congress on March 1, 1960. The cost was paid by the FOA Fellows, a Philippine association of returned ICA participants. A program of periodic changes in the documents displayed, some of which date back to the 16th century,

## Philippines - Continued

was planned by the Bureau in the belief that these displays will promote on the part of the public a cultural interest in records and documents of historical significance.

The printing of the first textbooks under the ICA-financed paper procurement project was started on March 1, 1960. The Director of the Bureau of Printing estimated that the initial \$50,000 release would finance the printing of about 1,000,000 textbooks. Labor costs, estimated at five centavos (\$0.02 $\frac{1}{2}$ ) each, were borne by the Philippine Government. Following a comprehensive management audit of the Bureau, a cost accounting system was installed and many improvements made in production planning and control.

For the Bureau of Supply Coordination a returned U. S. participant developed plans for the decentralization of purchasing to provinces, cities and municipalities as provided for in recently enacted local autonomy legislation. A policy requiring procurement of common use items on a quarterly basis was issued and a staff of statisticians developed use data for yearly supply requirement projections.

An inventory of all government-owned and government-leased space in Manila and its environs was completed by the Bureau of Buildings & Real Property Management, and data on 517 buildings were analyzed to develop occupancy standards.

Administration of Justice. As the result of a request from the Philippine Department of Justice a study was undertaken to determine whether the use of shorthand machines in Courts of First Instance (courts of original jurisdiction), and the use of duplicating equipment in the Department of Justice and appellate courts, would reduce the backlog of pending cases and speed up the administration of justice.

This three-week study, which included visiting 20 Courts of First Instance in 10 different provinces indicated that substantial benefits might flow from the use of such equipment. Subsequently, \$25,000 in defense support funds was made available for the procurement of 100 shorthand machines.

Civil Service. After several years of consideration, the Congress in 1959 adopted a new and improved civil service law

## Philippines - Continued.

which, among other provisions, made the Commissioner of Civil Service an ex-officio member of the President's Cabinet, appropriated 250,000 pesos for the establishment of nine regional offices; created a Council of Personnel Officers; created personnel officer positions in operating agencies; established an incentive awards system; and delegated certain personnel functions to operating agencies.

PAD Publication. The 1959 PAD/Manila publication "Selected Papers on Public Administration", judged by the requests received for copies, was extremely well-received in the U.S., the Philippines and other countries.

Personnel. The Mission's present Public Administration Division staff consisted of: FRED G. CRAWFORD, Division Chief; J. THOMAS BREEN, EDGAR H. ELAM, Jr., and W. N. JOWERS, Census Statisticians; FRANCIS X. McCARTHY, Personnel; CHARLES E. NICKLAS, Jr., O & M Advisor to the Management Service; S. DANIEL PUTNAM, Auditing; LOUIS A. ROUSE, O & M Advisor to Department of General Services; JOHN A. DANISCH, Accounting Advisor, transferred in December to USOM/Korea, and C. LAWRENCE PRICE, Tax Advisor, transferred in March direct to Taiwan.

## THAILAND

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	4000	4300
Pub. Adm.	727	394

Early in the year Marshal SARIT became Prime Minister pending completion of the Constituent Assembly's drafting of a new constitution. He has taken an active interest in improving governmental services, appointing two reorganization commissions reporting to his office: one to address its attention



Thailand - Continued.

to the regular ministries and agencies of the government, the other to work on government enterprises and corporations. No major reorganizations within the Thai Government occurred in 1959, but several small but significant organizational moves did take place. The Prime Minister's Office was reorganized to strengthen his executive powers vis-a-vis the Cabinet, one example being the transfer of the Budget Suen from the Ministry of Finance to the Prime Minister's Office as a new "Office of the Budget". A new National Economic Development Board was established by legislation. Its technical planning secretariat will develop multiple-year economic development plans and screen all capital outlay projects for inclusion in the budget. A further organizational move concerns the creation of an investment board which would take on the task of attracting more foreign investment by such measures as simplification of customs procedures, exemption from import duties of productive machinery, and changes in the tax structure.

Public Administration Division. In 1959 the Public Administration program of USOM was the second claimant for funds, spending about 20 percent of the total technical cooperation funds, the Education program being the primary claimant, spending 26 percent of the total.

Considerable time of the PAD staff was oriented toward assistance to such subject matter divisions of USOM as Agriculture, Public Health, and Education. Such assistance took the form of reorganization proposals within the Ministry of Agriculture, suggested solutions for Thai Government funding problems of joint projects, and a variety of other matters.

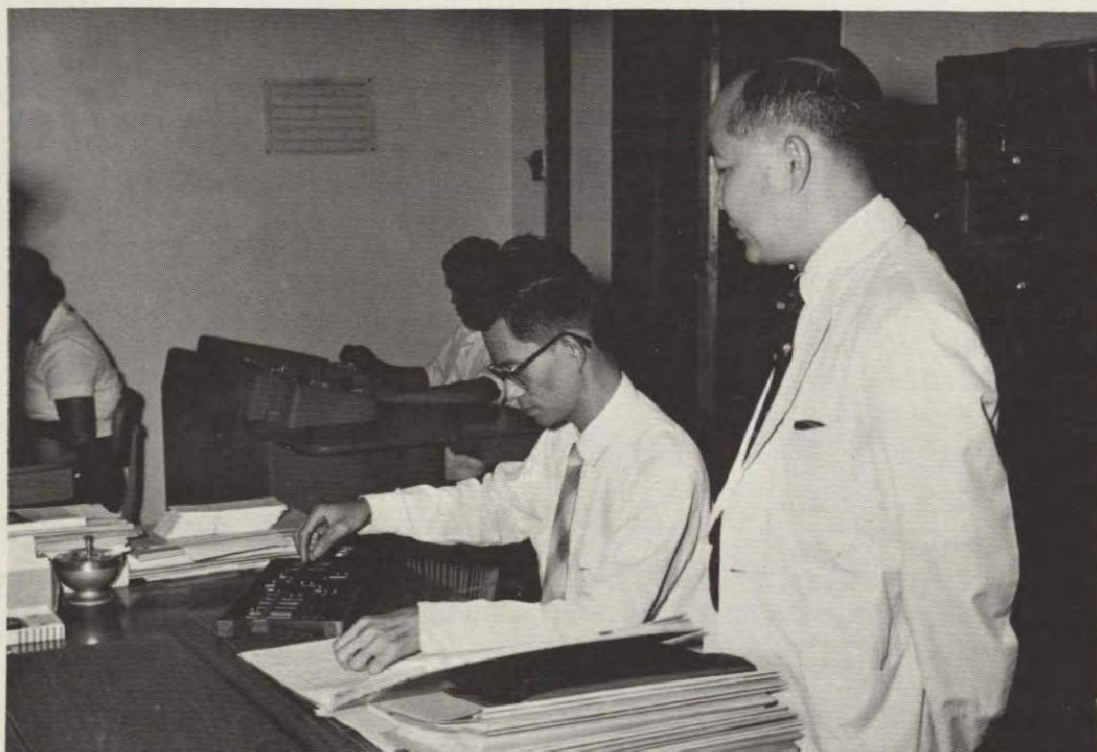
Participants. During 1959 approximately 60 Thai officials were sent to the United States or to third countries--the Philippines, South Vietnam, Taiwan, Japan, and Korea -- for training and observation. Among high-level positions in the Thai Government now occupied by former participants are the Director-General of Revenue and the Deputy Director-General of Customs. Also staffed by former participants are senior positions in the Office of the Budget, the National Economic Development Board, the Bank of Thailand, and the Ministry of Finance. Several governors trained as participants have been transferred to more important



Thailand - Continued

changwads (provinces) with larger programs and problems of administration.

Modernization of Government Fiscal Management. January 1, 1959 marked a dramatic step forward in Thai Government fiscal administration. A centralized, mechanized accounting system went into effect which, for the first time in the history of the Kingdom, reported the status of the government's fiscal position on a current basis -- that is, total appropriations, apportionments, obligations, expenditures, revenues and unliquidated obligations. This jump from the abacus, the traditional oriental "adding machine", to electrical mechanized accounting squares with the jet age.



Comptroller General Nai Boonma Wongswan observes an employee working with an abacus, the traditional oriental "adding machine", while in the background two employees are working with electrical keypunch machines. From abacus to electrical mechanized accounting in Thailand squares with the jet age



## Thailand - Continued

Considerable progress has been made in developing the Thai budget processes as useful key techniques to alleviate pressure on increasing demands for public expenditures. Refined classifications of expenditures and a budgetary ceiling procedure were adopted by the Office of the Budget and a real beginning was made in organization and methods activity. Late in the year two additional professional staff members were added to work with the Ministry of Finance in the field of tax administration, thus expanding the scope of work and enlarging the total size of the Public Administration Service (PAS) contract group to seven.

### Institute of Public Administration at Thammasat University.

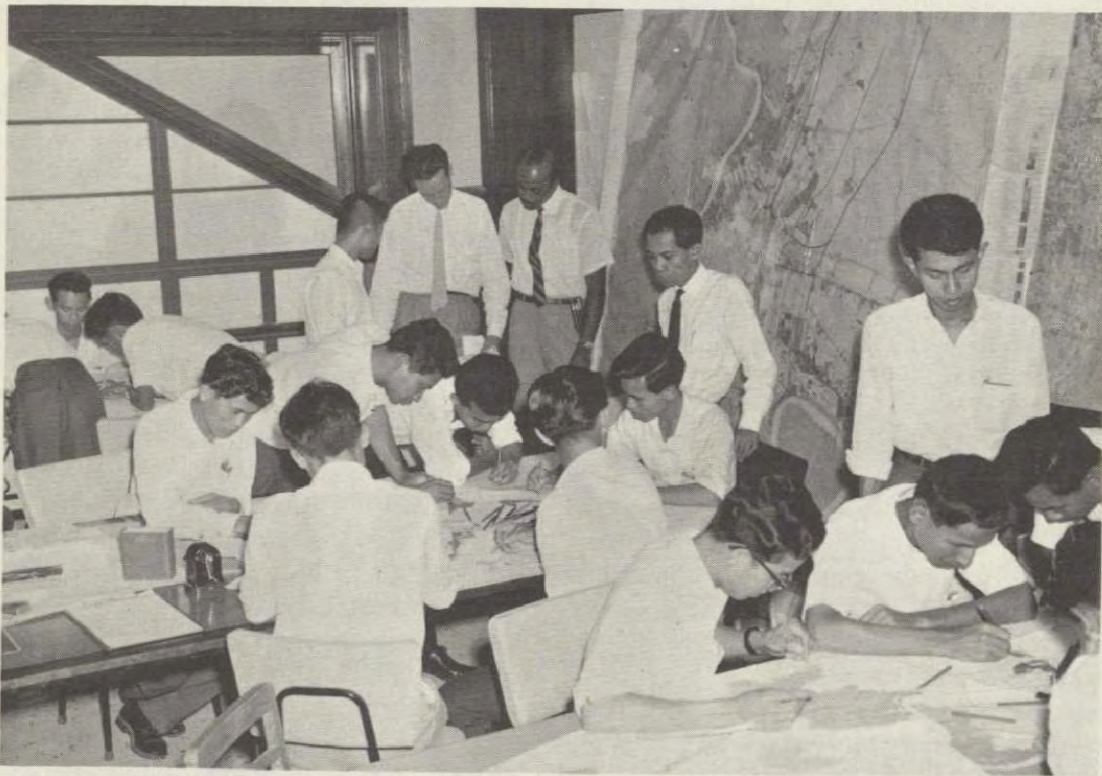
The year 1959 witnessed a beginning payoff in the various programs at the Institute. Seventy students have qualified to write theses for the Master's degree; of that number, three have received degrees and seven others have finished their theses. A considerable acceleration of the in-service training program took place, including the beginning of a high-level executive development program as well as several training conferences for provincial governors and district officers. Through the assistance of two short-term consultants special in-service training programs were conducted in organization and methods and records management. Of central importance to the Institute's academic program was the return of two Thai Ph.D's from the Indiana campus at Bloomington who, with three others whose return was scheduled shortly after theirs, will be the core around which the Institute will be built. The Institute library now has more than 9,500 books and is being used by students and faculty at a rate of more than 4,000 visits per month.

Bangkok-Thonburi City Planning. The Emergency Water Supply Program caused by the cholera epidemic in the metropolitan area in 1958 paid off in 1959, in that a dramatic step-up in water production was achieved, increasing the metropolitan area's water supply by about 25 percent. The Public Administration interest in this project, however, has been confined to the development of a master city plan designed to accommodate the expansion and needs of the metropolitan area through 1990. Approximately 20 monographs setting out required social and economic planning data were completed and reviewed by the appropriate Thai



Thailand - Continued

ministries. A program was presented twice on Thai television by the Minister of Interior and the Under-Secretary of State of Interior. A top-level advisory committee was set up, composed of representatives of the relevant Thai ministries to review the preliminary outline and specific recommendations of the Litchfield, Whiting, Bowne group. Further, legislation was drafted looking toward the institutionalization of the planning process. The organizational implications of administering a master plan involving zoning, sub-division control, etc., were, and continue to be, complicated due to the role of the national ministries in the metropolitan area, as well as to a proposed political-legal and administrative reorganization to create a capital district city.



Mapping the Bangkok-Thonburi area, Thailand, to develop a master city plan which will accommodate the expansion and needs of the metropolitan area through 1990

## Thailand ~ Continued

Economic Planning. With the creation of a new National Economic Development Board (NEDB) underpinned with strong legislation, it appeared that the Thai Government eventually would have an effective economic development planning agency. The principal problem, not unanticipated, has been the lack of available trained Thai staff. The Thai Government, therefore, requested the Public Administration Division to provide three advisors to the Board -- two economists in the fields of transportation and industry, and a public administration technician to work with the technical secretariat. JOHN LOFTUS, in addition to his continuing duties as principal advisor to the Ministry of Finance, has been designated senior advisor to the NEDB. His first-hand study of the national boards in Ceylon, India and Pakistan placed him in an excellent position to bring comparative experience in other countries of the region to bear on economic programing in Thailand.

Government Statistical Services. A census of population in 1960 was assured when the Thai Government appropriated 16 million baht (\$800,000) for that purpose. The Statistical Advisor, who arrived in July 1959, worked closely with the Central Statistical Office in the preparation of the budget presentation and in the various other aspects of the census program. A census agriculture had also been envisioned for 1960, but budgetary limitations forced a postponement of such a census.

The 1960 population census will be the first taken in Thailand since 1947. The questionnaire will, in the main, follow the United Nations recommendations for population censuses. The population census will be a complete enumeration except for questions relating to economic characteristics and to migration, which will be asked on a 100 percent basis in urban areas, but on a sample basis only; elsewhere.

Although attention has focused mainly on the census program, some consideration was given to the current statistics programs of the Central Statistical Office, especially to the reporting of milled rice.

Thailand - Continued.

Non-ICA Programs. The economic survey of Thailand made by the International Bank for Reconstruction and Development (IBRD) was published and distributed within the Thai Government. It is believed that this public report will result in even greater effort to improve public administration in the Kingdom.

The Customs Advisor furnished under the Colombo Plan completed the new tariff commodity classification and continued in his advisory position to work on the rates to be set under each of the new classes. In support of his efforts, USOM provided several participant grants.

Personnel. Public Administration contract staff numbered approximately 25; Institute of Public Administration, 11; Public Administration Service, 7; Economic Planning, 1; City Planning, 7.

The staff of PAD continued for most of the period to include JOHN W. MORE, Chief of Division; JAMES A. McAVOY, Procurement Advisor to the Thai Technical and Economic Committee; JAMES E. WEST, Public Administration Technician; JEANNE PIERCE, Administrative Assistant; and J. SHELDON TURNER, Community Development Advisor. Joining the staff during the year were WALLER WYNNE Jr., Statistical Advisor, Miss TERESA ZANAZZO, Division Secretary. JOHN LOFTUS continued as Economic Advisor.

The Chiefs of Party of the various contract groups were: G. M. MORRIS, Public Administration Service, JOHN E. STONER, Indiana University group at Thammasat University; and DAVID LONGMAID, Lichfield, Whiting, Bowne Associates.

## VIETNAM

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	4300	4800
Pub. Adm.	1091	550

In Vietnam the Public Administration Division, in its continued efforts to improve the administrative procedures of the Vietnamese Government, used two principal instruments: The Michigan State Advisory Group (MSUG) under contract to ICA, and its own staff.

National Institute of Administration (NIA). The Michigan State University contract group, completing its fifth year in Vietnam, has directed its main assistance toward the National Institute of Administration. The NIA library has expanded to some 13,000 books. Publications include: the Administrative Research Journal and the In-Service Training Newsletter; sociological, economic, and administrative studies of a Vietnamese village; and a study of the economic and social characteristics of employees in medium-sized industry in the Saigon area. A field study of the duties of the provincial and local administrators is currently in progress, as are textbook translations funded under Public Law 480.

The training provided by the Institute through its various programs has had a noticeable impact on the improvement of public administration in Vietnam. Approximately 350 graduates of the regular three-year degree program are now occupying positions in the highest cadres of the government. For example, out of the first 98 graduates of NIA, 14 are now deputy province chiefs, 19 are district chiefs, 13 are chiefs of bureaus in central ministries,

Vietnam - Continued.

4 are secretaries of embassies; others hold responsible positions such as directors general of departments, attaches of cabinet, and chiefs of important services.

Dr. VU QUOC THONG, Rector of the NIA, and his staff have continued their active role in the Eastern Regional Organization for Public Administration (EROPA), developing the necessary plans for making Vietnam the Research, Documentation and Diffusion Center of EROPA.

Consulting activities of MSUG, outside the scope of NIA, have been primarily in the field of budgeting, personnel, taxation, and records management. MSUG is currently participating in the establishment of program budgeting at the General Direction of Public Works, and in the basic planning and systems design for establishing highway construction, maintenance equipment control and revolving fund operations. Assistance has also been given to the Vietnamese Civil Service Agency on its proposed enabling legislation which seeks authority to establish an employee classification system and other reforms. New records and procedures based on MSUG's recommendations on warehousing, distribution, and control of medical supplies have been made mandatory by the Health Department since mid-July, 1959. Implementation of proposals for improved records management in the Office of the Presidency awaits the completion of the Presidency's new office building.

In-Service Training. Major efforts through a special USOM project were aimed at improving in-service training on a broad scale throughout the Government of Vietnam (GVN), with the NIA continuing to be the main focus for such efforts. Specific courses were offered both in Saigon and in the provinces, and training aids and materials were produced. The NIA served, in a word, as catalyst for in-service training throughout the government. An in-service training seminar was initiated for middle-high-level GVN officials focussing on the O & M area, and its accomplishments point to a continuation of this effort in the future.



Vietnam - Continued.

Some GVN agencies have now designated training officers, 35 of whom attended meetings at the NIA in preparation for a general training officers seminar to be held later in the year. A training center was established within the Department of Interior and six additional centers throughout the country are planned.

In one specific field of training, wide-spread progress can be reported: MSUG has conducted several courses to train typist trainers for the various agencies. These courses have resulted in setting up some 50 training courses throughout the Government, with upwards of one thousand typists already trained. A study entitled "A Standard Vietnamese Typewriter" was published by MSUG in March 1960, recommending standardization of all typewriters purchased by the GVN in the future, as well as conversion of typewriters now on hand to the features specified in this study.

Civil Service Improvement. While civil service reform has been dormant for the past few years due to the rigidity of the governing laws, new enabling legislation was submitted to the assembly in April 1960 which would if passed, permit implementation of plans, studies, and reforms. Meanwhile, plans are afoot to take a census of civil servants toward the end of 1960, and to bring about a form of classification by fitting all persons into definitive schedules developed through the General Directorate of Budget and Foreign Aid.

Modernization of Accounting and Auditing Systems. The General Directorate of Budget and Foreign Aid continued to receive the full assistance of a Budget Specialist under the Michigan State University contract, part-time assistance from a USOM O & M Advisor, payroll support for some of its technicians engaged in training activities, and a share of the total cost of office equipment rentals and of other costs of furnishing the Directorate with modern office equipment. In response to a request for evaluation of the need for electronic computer equipment, the Controller of the Mutual Security Mission to China who has had long experience in this field, came to Saigon and reported affirmatively. Though proposals were made by ICA/W to send a contract consulting team of computer specialists to Saigon, the offer was declined by the GVN, and instead, a technical assistance project has been negotiated by the General Directorate with the Ford Foundation, under which the Brookings Institution will furnish a team of experts in economic planning and taxation, as well as in the computer systems.



Vietnam - Continued.

Government Supply System. The Government's Central Purchasing and Warehousing Authority, which has now been operating for a period of three years, is handling an increasing proportion of the project-type aid procurement as well as the initial warehousing and distribution of commodities to all projects. All pertinent data is recorded by electric accounting machine methods as part of the control procedure under the Director General of National Budget and Foreign Aid. Goods received approximate 5,000 metric tons per month and annual contracting amounts to over nine million dollars. Both the director and the deputy director of the Central Purchasing Authority have been receiving training in the United States.

The agency also effected, in 1959, important GVN-financed importations; at the end of 1959 it was designated as the central organization for all major importations into Vietnam arranged through government budget funds for the use of all Ministries and other agencies.

During 1959 a three-hundred page procedure manual was developed and printed for the guidance of employees, as well as a translation of the ICA Commodity Code Book.

National Institute of Statistics (NIS). Among the advisory services continued in the development of Vietnam's statistical agencies was the establishment of a new cost-of-living index. Technical advice was given on agricultural statistics in close coordination with the agricultural statistics expert of the UN Food and Agriculture Organization; work continued on tests of grade and industry surveys; the library of the NIS was reorganized; and a new building for the NIS was constructed, and occupied in April 1960. But the principal efforts were directed towards the improvement of demographic statistics. It was felt that the need for a general census of population outweighed other requirements, and the NIS, therefore, with the help of the USOM advisor, proceeded to prepare its personnel and administrative organization for a general census of population to be taken in 1960. The sample population survey of Saigon taken the year before was processed and complemented by a population survey of the suburban areas lying outside the city limits; similar population surveys were taken in the cities of Hue, Dalat, and NBA-Trang, Can-Tho. In addition, in order to gain experience in

## Vietnam - Continued.

the rural areas, a system of rural surveys was initiated in a number of villages. In spite of all this, the GVN ruled, in March 1960, an indefinite postponement of the general population census. Thereupon the operating plans of the NIS were basically reoriented and now include demographic sample surveys to provide estimates of the population and special surveys of industry and business groups in preparation for a General Census of Industry and Trade for 1961.

Organization and Methods Surveys. During the first two months of 1960 an extensive survey was conducted in the Ministry of Interior to appraise records management problems and the filing systems of various services in the Ministry. A management survey is still in process at the Malaria Eradication Administration, and a partial report with recommendations has been submitted.

Participant Program. During the first half of 1960, 25 participants were in training in the U.S.--13 under PAD projects and 12 under the MSU contract. Some 25 other candidates were processed for departure to the U.S.

Personnel. During the first half of 1959, the USOM/PAD staff consisted of DAVID L. WOOD, Chief; NEWTON B. KNOX, sent by the Bureau of Census to aid the Vietnamese Government in developing its statistics and census programs; TAYLOR H. GREENFIELD, who worked with the Office of Budget and Foreign Aid in setting up a central purchasing agency; JOHN F. MURTHA, who reported to USOM in early June as specialist in organization and methods; and FRANK ROWLAND, insurance specialist short-term.

In June 1959 KALMAN I. DIENES was appointed Chief of the Division, transferred from the same position in Vientiane, Laos. The Division's operations were divided in July 1959, and the newly created Public Safety Division took over the public safety projects and the coordination of the work performed under the Michigan State University Contract in the police administration area.

Until December 1959, the Michigan State University Group was headed by RALPH H. SMUCKLER as Chief Advisor, who at that time was replaced by LLOYD D. MUSOLF. The total American staff of MSUG consists of twenty-six persons.





## REGIONAL - NEAR EAST AND SOUTH ASIA

Regional Conference. The Second Regional Conference on Public Administration in the Near East, South Asia and Africa was held at Athens, Greece, April 1-6, 1959. The conference was called principally to provide opportunity for an exchange of experiences and ideas among ICA technicians who are assisting in the formulation and installation of improved administrative management policies and practices in public agencies of developing countries in the area. In addition to nine public administration advisors from Missions in the area, participants included an acting mission director, four program officers, and five representatives of organizations providing technical assistance in public administration under ICA contract. Others who participated included the Director, International Institute of Administrative Sciences; the Deputy Chief, United Nations Office of Public Administration and two other UN public administration experts; the head of the Harvard University group of economic advisors to the Plan Organization of Iran; and the President of the Institute of Public Administration in New York. Primary focus of the Conference was on administrative needs of newly-independent countries, motivation for management improvement, and the administration of economic development.

## AFGHANISTAN

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	3300	4364
Pub. Adm.	84	146

National Fiscal Administration. Advisory service to the Ministry of Finance of the Royal Government of Afghanistan continued in the general area of fiscal administration through an ICA-financed contract with the Public Administration Service (PAS). The Ministry of Finance as the central control and coordinating agency in the fiscal area has primary responsibility for all phases of public finance; thus improvement efforts must originate there. Specialists in the fields of general administration, budgeting, revenue and taxation, accounting, statistics, cadastral survey and assessment arrived between April 1957 and March 1958 for two-year assignments. This group recommended new administrative and fiscal systems which were developed, submitted to and approved by the Ministry of Finance. Actual installation of these systems has in several instances been accomplished or begun, and details such as forms, procedures, methods, have been developed and put into use. The contract with PAS has been extended to December 31, 1961, to permit a more complete installation of agreed-upon improvements. In this connection the contract has been expanded by six technicians.

Early in January 1959 the Cabinet of the Royal Government of Afghanistan (RGA) announced its formal approval and adoption of the accounting system developed under this project, and instructed the Ministry of Finance to proceed with the installation of the new system so that all accounts of the central departments of the RGA would be maintained in accordance with the recommendations at the beginning of the Afghan fiscal year starting September 24, 1959. The Cabinet's action was subsequently approved by the Parliament. Manuals and forms were prepared and a nucleus of personnel was trained in each government department. Complete plans for setting up an audit group in the Department of Accounts, Office of the Prime Minister, have been drafted and presented to the RGA; and a review of accounting practices within the Ministry of Finance has been completed.

## Afghanistan - Continued.

The Cabinet took similar action with regard to the budget system, thus permitting preparations for the Afghan fiscal year 1338-1339 according to new procedures. Manuals and necessary forms were prepared, translated, printed and distributed, and training was undertaken so that there would be a nucleus of trained personnel in each government department. The budget of all of the departments of the RGA for the new fiscal year was submitted and approved in the form set up; and before the beginning of the new fiscal year the Budget and Accounting Act recommended under the project was enacted into law.

In addition to legalizing the new budget and accounting systems, the law requires that payment by the RGA be made by check, and sets up one disbursement office for the entire government. Petty cash funds to be maintained in each department will be restricted as to total amount of funds and payment to be made therefrom.

In January 1959 a Revenue Advisory Committee was set up consisting of high-ranking Afghan Government officials. Among the valuable results of discussions in the committee were: (a) Agreement on a specific timetable for approval and adoption of matters brought before the Committee, and upon specific procedures to be followed; (b) review of sections of the Revenue Code dealing with income tax administration and the duties and responsibilities of the Revenue Advisory Committee, and a preliminary review of other sections of the code; (c) agreement as to the establishment of a special unit to consider tax rates of foreign individuals, foreign partnerships and foreign corporations.

Training was undertaken for representatives of the several ministries which collect or use statistical data. The courses included instruction in statistical methods, statistical measurement and evaluation and statistical forms. Plans for the reorganization of administrative functions within the Ministry of Finance have been transmitted to some agencies of the Government with instructions from the Cabinet, and a six-months work plan has been drawn up; a cadastral survey system has been developed for general use in Afghanistan and personnel have been trained in its use; a class of trainees has completed the prescribed training in real property assessment, and a report has been prepared for the Minister of Finance setting forth recommendations for the continuation of this activity.



Afghanistan - Continued.

Helmand Valley Authority. Two staff members of the PAS contract group advised and assisted the Helmand Valley Authority in improving organization and management practices and accounting procedures.

National Public Administration. This is a program limited to training a small number of selected participants in various phases of public administration in the U. S. or third countries. Participants are selected by the Ministry of Planning from those agencies of the RGA with principal responsibilities in the economic development area. It is expected that upon completion of their training they will be able to effect significant improvements in development programs undertaken by the Government.

Personnel. ARTHUR LANG served as Public Administration Advisor. ROBERT STOVER served as PAS Chief of Party during the last few months of FY 1960. He was preceded by HERMAN POPE (Acting), REAM LAZARO, and DONALD NEMETZ.

**INDIA**

ICA Technical Cooperation and Public Administration Programs  
(in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	7400	8350
Pub. Adm.	56	109

An increasing interest in ways to achieve operational economies, better public services, increased efficiency and anti-corruption measures has been reflected in India during the last few months. Central and ministry staff concerned with administrative evaluation and work study are being substantially increased and training efforts to develop administrative analysts are being encouraged from the top. Press reports of party conventions, parliamentary sessions and budget reporting contain many references to economy and efficiency in government. Management development

## India - Continued.

programs for both private and public sectors are receiving increased emphasis.

Indian Statistical Institute. Assistance is being given to the Director of the Indian Statistical Institute (ISI) in Calcutta. An Operations Research Advisor arrived in the summer of 1959 to develop and inaugurate a training program in operations research methodology, and in January 1960 a two-day introductory seminar on operations research for government and business participants from all parts of India was conducted. In the autumn of 1959 an advisor in statistical sampling methods arrived to provide technical advisory help in that field, particularly with reference to the National Sample Survey. A third advisor, specializing in quality control, arrived at the end of the period. These current activities, being new, are still going through the formative period.

Ministry of Finance. Training activities in management concepts and management research are increasing. Whereas earlier efforts concentrated on training employees at section officer level, primary emphasis in the current year has been placed on conducting a more intensive training program for senior officers of deputy and under-secretary rank. The first group so trained in a four-month course will comprise a nucleus in the Ministry of Finance and in certain other ministries for the conduct of an intensive two-to-six-year survey of staff requirements and methods in all central government services. This survey is being given personal attention by the Minister of Finance, who is seeking better utilization of governmental personnel, speedier public services and increased productivity in governmental work. The results during the past two years have demonstrated the value of such an approach. Individual studies so far made have found that 10-20 percent of positions are superfluous. Employees in these jobs have been designated as surplus and have been made available for other work of higher priority in the same or other ministries. A more lasting result has been the simplification of work procedures permitting more efficient functioning.

Assistance has been given to the Committee on Plan Projects and Special Reorganization Unit in a one-week course for about 25 senior Post and Telegraph officials from all parts of India. Survey work to study organization and procedures and utilizing officers recently trained is expanding. Revised training course materials are

## India - Continued.

being developed for the regular work study training of section officers and senior officers.

Indian Institute of Public Administration. The Indian Institute of Public Administration, which has received substantial grants from the Ford Foundation, is worthy of note because of its expanding facilities and services. This Institute has been designated as the training center for South East Asia by the Eastern Regional Organization for Public Administration (EROPA), which is still in the process of organization. The U. S. Technical Cooperation Mission (TCM) has endeavored to maintain close relationships with the Institute. Special lecturers have been provided, arrangements have been made for its use in the training of third country participants, and discussions have been held regarding possible direct assistance from TCM in the further development of the Institute.

Personnel. ROBERT R. JOHNSON served as TCM Public Administration Advisor. JAMES H. DAVIDSON, MORRIS J. SOLOMON, and LLOYD KNOWLER were Statistical Advisors to the Indian Statistical Institute.

## IRAN

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	5768	5400
Pub. Adm.	1263 *	723 *

The broad-gauge program to improve public administration in Iran which was inaugurated in prior years was continued by the

\* Contract services for FY 1960 were financed from FY 1959 and prior year funds.



Iran - Continued.

Government of Iran (GOI) with the assistance of USOM and contract advisors during the period covered in this report. The ultimate objective of this management improvement program is to make possible the effective development of Iran's human and material resources and thus to support and strengthen the Iranian nation.

Management improvement projects were active during the period in many administrative fields, including general administration, organization, fiscal administration, personnel management, statistics, municipal and provincial government management, and public and business administration education. Efforts were being made to improve administration at all levels of government from the Prime Minister's office to municipalities.

During this period major goals were reached in some areas after persistent efforts over several years on the part of GOI and U.S. personnel working together. For example, a central personnel agency was established in the Office of the Prime Minister - a real step forward in attaining effective personnel administration. In the area of public and business administration education, the Institute for Administrative Affairs acquired full legal status within the University of Tehran, the culmination of several years of cooperative effort.

As requested by the GOI, the staff of the USOM Public Administration Division continued to advise and assist the Office of the Prime Minister, the ministries, and other agencies in Tehran. Continued assistance was provided to municipalities and, in addition, advisory services to provincial governments were provided by the assignment of USOM public administration advisors to four provincial capitals. Assistance to GOI in the field of statistics was provided through agreement with the U.S. Bureau of Census; a University of Southern California group, under an ICA-financed contract with the University of Tehran, assisted the Institute for Administrative Affairs; the Governmental Affairs Institute, also under an ICA-financed contract, provided assistance to the Plan Organization in improving its organization and management practices and in conducting a manpower survey.

## Iran - Continued.

High Council of Administrative Under-Secretaries. The High Council of Administrative Under-Secretaries, established in 1954, continued to meet regularly under the chairmanship of His Excellency, ALI ASHRAF AHMADI, Deputy Prime Minister and Administrative Under-Secretary to the Prime Minister. The High Council reviewed all types of government-wide problems; drafted a new omnibus Civil Employment Law; and sponsored high-level seminars on public administration in Tehran and in the provinces of Khorasan and Azerbaijan. During the spring of 1960, such a seminar was conducted for the High Council of Permanent Administrative Under-Secretaries and officials of the level of Director General and above.

Plan Organization. For the comprehensive and integrated development of the country the Plan Organization has at its disposal well over \$100 million in oil revenues annually, plus loans from the International Bank for Reconstruction and Development (IBRD) and the Development Loan Fund (DLF). With the objective of carrying out effective economic development, a broad management improvement program was continued. The Plan Organization, in cooperation with the Ministry of Labor, also completed a national manpower resources and requirement survey, made a nation-wide appraisal of vocational training facilities, and prepared proposals for increasing the nation's supply of skilled workers.

Financial and Fiscal Administration. The Iranian Government performed its first analytical budget reviews in Iranian years 1338 and 1339 and thereby reduced ministry budget estimates by as much as thirty per cent. The GOI also started drafting a five-year financial plan which calls for balanced ministry budgets; when completed, the plan will have an important impact on many areas of financial management. The Ministry of Finance started delegating greater authority to the other ministries to control their own budgeted expenditures. Training programs in accounting were conducted in Tehran ministries and in Azerbaijan Province. Segments of cost accounting systems continued to be installed in GOI monopolies and improved customs procedures received final reviews prior to installation throughout Iran. The GOI disposed of the majority of its delinquent direct-tax cases and is now able to process direct taxes on a current basis. The Internal Revenue Department reorganized its tax files and procedures in the Tehran Tax District to facilitate collections and control. After installation of the new files and systems in Tehran, the GOI intends similarly to reorganize provincial tax offices.

Iran - Continued.

Personnel Administration. A Council of Ministers' decree in 1959 established a Civil Service Agency in the Office of the Prime Minister. This is the first central personnel agency in Iran and the first central staff organization created to serve the chief executive. The Civil Service Agency and the High Council of Administrative Under-Secretaries cooperated in drafting a law covering all aspects of the Civil Service; this law is being reviewed by the Council of Ministers prior to submission to the Parliament. The High Council of Administrative Under-Secretaries has also requested the Civil Service Agency to establish a Secretariat to provide staff services in management for the High Council.

Statistics. The results of the first national census of population and housing continue to be tabulated and published. Responsibility for the production of Gross National Product and national income estimates has been centralized in the National Bank, Bank Melli. Regular collections of price data were made in 32 cities for the retail price index and in 10 cities for the wholesale price index.

Provincial Program. Management improvement activities in the provinces were initiated in early 1959 in the capitals of Azerbaijan, Isfahan, Khorasan, and Kurdistan. In Azerbaijan, reorganization of the Governor General's Office was accomplished; in Kurdistan, a study was made of the decentralization of authority to the provinces; and in Khorasan and Azerbaijan, classes in administration were introduced for high-level GOI officials.

Municipal Management. A modern program-type budget, along with improved accounting, procurement and supply systems, was developed and installed in the "Pilot City" of Isfahan. On-the-job training in the new procedures was conducted in the "Pilot City" for officials from three other provincial capitals where these improvements are also being introduced. Master city plans for two provincial capital cities have been completed.

Institute for Administrative Affairs. The University of Tehran in 1959 approved by-laws for the Institute, which means that the



Iran - Continued

Institute has full legal status within the University, with an approved undergraduate curriculum, master's degree program, and certificate programs. Degrees and certificates may be granted in public administration, business administration, and accounting. The by-laws provide authority for granting the doctorate degree, provided the Institute faculty reaches the required standards. The Institute held its first graduation, awarding ten M.A. degrees and 122 certificates. There are, in addition, 89 persons who have completed all their course work for the M.A. but have one or more other requirements to fulfill before receiving the degree.



The Library of the Institute for Administrative Affairs University of Tehran

Iran - Continued.

Personnel. RAY H. COFFMAN served as Division Chief, LESTER C. SHEPHARD as Deputy Division Chief, and Miss CARLA SERINGEOUR and Miss MARGUERITE MARONCELLI, Secretaries. The Program Analyst position was held by CARMELO P. LAFALCE (July 1957 - February 1959), HERBERT BERGSTEIN (February 1959-October 1959) and JAMES R. BRADY (since June 1959).

Technical assistance in general administration was provided by: ROBERT E. BAUMBERGER (Khorasan); LAWRENCE W. CRAIN (Azerbaijan); DONALD L. GOODWIN; RICHARD E. MATTOX; WILLIAM RICHTER (Kermanshah); JOSEPH B. ROBINSON; JOHN SEITZ; JOSEPH E. SCHUMACHER (Ministry of Finance); JOSEPH P. THEW (Ministry of Interior, Kurdistan since April 1960); LEE E. TILLINGHAST; JAMES H. WIGGLESWORTH (Isfahan); and LEON O. WOLCOTT (Office of the Prime Minister).

Assistance in the municipal area was provided by IVAN J. ALTEN and LEON GIBBS, City Planning Advisors; WILLIAM B. RENSHAW, Jr., Municipal Finance Advisor; IVAN W. STUCK, Fire Prevention and Training Advisor; THOMAS W. THORSEN, Chief Municipal Management Advisor; and the provincial advisors mentioned above.

The financial advisory group consisted of SHERMAN CONOVER (Auditing); ERIC DAENECKE (Accounting); SAMUEL S. HAYS, Jr., (Tax); JESSE B. McWHORTER (Budget); JOHN O. REES (Tax); and WILLIAM SHAW (Customs).

Advisory services in statistics were provided by SIEGFRIED HOERMANN (Census Statistics); BRUNO SCHIRO and MARVIN TOWNE (Financial Statistics); and DEWARD WAGGONER (Vital Statistics).

The Governmental Affairs Institute advisory group of 12 advisors was headed by WILSON F. HARWOOD. In addition, WAYNE W. UNTEREINER, Cultural Anthropologist, was attached to the GAI group while he conducted a study of Iranian Culture and Technical Assistance. The GAI group will be reduced to 5 advisors in FY 1961.

The University of Southern California contract group which was headed by DAVID SHIRLEY departed from Iran during 1959. DILWORTH WALKER, who arrived in December 1959, is now the sole USC advisor to the Institute for Administrative Affairs.

## ISRAEL

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	1687	1370
Pub. Adm.	284	--

Business Administration Education. Assistance was provided by New York University (NYU) under an ICA contract in the further development of faculty, teaching materials, and curriculum at the Department of Business Administration, Kaplan School, Hebrew University. Three new Israeli members were added to the accounting faculty and two new courses were introduced. New problem and case material was produced and training of promising students in case collection was started.

Progress was made in preparing a Hebrew-English dictionary of accounting and business terms. The preparation of cases for personnel and labor relations courses and seminars continued, and cases were used exclusively for teaching the course in personnel administration. Two participants from Hebrew University were in their second year of training at the Harvard Graduate School of Business Administration and two others started training at New York University's Graduate School of Business Administration.

Industrial Management Education. The Department of Industrial and Management Engineering at the Israel Institute of Technology was in its second academic year and all phases of the planned activities of the new Department moved ahead on schedule. The first class of eighteen students were completing the second and final year for the master's degree in industrial and management engineering and sixteen students were in their first year of graduate study. In addition to improvement of the curriculum, academic courses were enriched with the addition of new case studies and problem material. At the Institute an Operations Analysis and Research group, composed of faculty and graduate students at the Institute, carried out research activities in selected government agencies and industrial firms. The NYU group



Israel - Continued.

continued to advise and assist in carrying out this graduate program in industrial management.

Advice and assistance were also given to the Israel Management Center by NYU field staff members.

Personnel. EUGENE RICHMOND headed the NYU advisory group during the latter part of the period, succeeding THEODORE LANG.

**JORDAN**

ICA Technical Cooperation and Public Administration Programs  
(in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	1900	1750
Pub. Adm.	--	17
Spec. Asst.	--	6500
Pub. Adm.	--	80

Public Administration Coordination. The USOM public administration program in Jordan is pointed toward maximum collaboration with representatives of the UN, Ford Foundation, and other organizations and governments in identifying problem areas and counseling with respect to their solution. Of the several organizations assisting Jordan to improve governmental administration, the most active is the Ford Foundation. The ICA Public Administration Advisor is the USOM/Jordan liaison with the Ford Foundation representation in Jordan.

A Ford Foundation group of economists drawn from several countries is presently engaged in helping the Planning Division of the Jordan Development Board to develop a corps of Jordanians to carry out

Jordan - Continued.

economic and development planning for the country. The Ford Foundation team is concerned with the task of training the planners, and does not expect to perform the planning tasks itself. The training program, of some two years' duration, is of extreme importance in that the Government is not encouraged to become dependent on Ford Foundation economists for planning but will depend increasingly on its own Planning Division as the Division economists absorb more and more of the training offered to them. Thus the eventual departure of the Ford Foundation economists should not result in a collapse of the economic and development planning in the country.

The Ford Foundation is also assisting the Planning Division of the Jordan Development Board (JDB), in the conduct of a manpower survey. JOHN HILLIARD, Manpower Economist and present Ford Foundation Representative in the United Arab Republic, is advising the Planning Division with respect to the technical conduct of the survey. The USOM/J Public Administration Advisor assisted the JDB in exploratory stages of the project, and will assist Dr. Hilliard and the Planning Division whenever possible as the project gets underway.

The United Nations Technical Assistance public administration program in Jordan is ordinarily restricted to providing a limited number of academic scholarships to employees of the GOJ. This year, however, plans have been made to provide a technician for a period of six months.

USOM Management Practices. Since the Public Administration Advisor reported for duty in Amman in August 1959, his services have been utilized in revising and strengthening management practices in the USOM while approaching deliberately the public administration problems faced by the Government of Jordan. Mission assignments have included assisting in improving internal management reporting, analyzing the legal and operating relationships between USOM and the Equipment and Transportation Division of the Jordan Development Board, assisting in clearing up deficiencies in the USOM/JDB vehicle and equipment management program, and drafting a new project agreement.

Statistical Advisory Assistance. ICA direct public administration assistance has been limited to strengthening the statistical services of the Government of Jordan. Activities of the Ford Foundation

Jordan - Continued.

and JDB Planning Division indicated that economic development planning was hampered by inadequate statistical information and that early remedial action was required. A national census project has been approved and two other projects, a national income survey and a statistical training center, are under consideration.

To provide the social and demographic data which Jordan's economic planners require to plan the country's economic development, a project has been approved to conduct a national population census, the first in Jordan since the time of Christ. The project is now in the planning and equipping stage; the enumeration will take place in September 1961, and the data collected at that time will be tabulated, analyzed, and published the following year.

The objectives of a national income survey project are: to compile calendar year 1959 data on all income-producing sectors of the economy; to interpret, analyze, and publish the data in a form readily usable by economists and planning officials; and to develop the necessary staff, techniques, and background to conduct similar surveys annually in the future. Information regarding the national income is a critical need at this time when the Jordan Development Board is engaged in economic research leading to the promulgation of a long-range and comprehensive economic development plan for Jordan.

Plans are underway to establish in the Department of Statistics a Training Center to develop a corps of practical statisticians for the Government of Jordan, which has no graduate statisticians in its employ. The academic activities of the Center which is expected to get under way in September 1960, will be under a full-time teacher, a third country national who is a graduate in statistics, assisted by part-time instructors drawn from USOM/J, the Ford Foundation, and the Government of Jordan. In addition to the core curriculum of statistical theory and practice, a refresher class will be held in mathematics and classes conducted in the late afternoon or evening for nine months each year; the full course covering a two-year period.

Public Administration Participant Training Program. Recognition by the Director of USOM/J and the Secretary General of the Jordan Development Board of a serious shortage of graduate specialists in public administration resulted in a directive to step up sharply the participant training phase of the program. Training is planned for seven participants, with emphasis on graduate study to enable GOJ employees



Jordan - Continued.

with academic background to do original thinking in governmental planning and administration. The participant training scheduled this year is, of course, only a beginning toward relieving the critical shortage of governmental administration and planners.

Personnel. EUGENE B. CROWE entered on duty as Public Administration Advisor on August 4, 1959.

## LEBANON

ICA Technical Cooperation and Public Administration Programs  
(in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	1253	950
Pub. Adm.	- -	18

Technical assistance in public administration to the Government of Lebanon consisted of only one short-term project which became active in June 1960. Under this project, an advisor under contract with ICA will review the Government of Lebanon tax structure and recommend how national revenues can be increased. Dr. BENJAMIN HIGGINS, Chairman of the Department of Economics, University of Texas, arrived in Beirut June 22, 1960, for a three-month assignment under this project.

## PAKISTAN

ICA Technical Cooperation and Public Administration Programs  
(in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	5783	7080
Pub. Adm.	761	1675

## Pakistan - Continued.

The political and economic development of Pakistan to the point of self-sufficiency is dependent upon the knowledge, ability and drive of the Pakistanis who direct the operations of their government and conduct the affairs of its private business. While much of Pakistan's big business is planned and operated by government, private business is growing in importance and capability, and its contribution to development of the national economy is vital. The public administration program of USOM/Pakistan has the primary objective of upgrading the managerial skills of the present corps of public officials and of developing an adequate supply of trained public administrators for the future. Similar effort is being devoted also to the improvement of business management skills in order to increase the number of persons trained to take important posts in the business world.

Executive Development. A frontal attack on the problem of updating the senior civil servants is being made through a program of executive development arranged specifically for Pakistan at the University of Southern California, where a full-time staff, supplemented by part-time consultants and private business officials, assist in guiding each group of Superior Civil Service of Pakistan (SCSP) officers during their five-plus months in the United States. In groups of 20, the officers study the principles of American management, work in local and state government offices in the United States, visit a wide variety of governmental and private institutions and projects, and learn to employ modern methods of planning, directing and coordinating nation-building programs.

A total of 71 have so far completed this training and 17 more are now in the U.S. These 88 officers come from every part of Pakistan and are concerned with every facet of the nation's administration. Nearly all who return are assigned immediately to more important work, and most of the members of the early groups have already been advanced in rank.

Though the program of executive development was originally scheduled to train approximately 120 officers in six groups, the Government of Pakistan (GOP) has requested that the project be terminated after 88 officers are trained. The fifth and final group will

Pakistan - Continued.

complete its course in October 1960. USOM plans to assist the GOP in initiating a program of executive development in Pakistan with possible on-the-job training in the U.S.

Institute of Public and Business Administration (IPBA). An important public administration project in Pakistan is the Institute of Public and Business Administration, located at Karachi. Some 120 full-time students from all parts of the country work toward the degree of Master of Public Administration or Master of Business Administration. In addition, some 350 employed persons take evening courses in these fields.

The demand upon the Institute for special courses not only in Karachi but in the principal cities of the provinces has increased by leaps and bounds. Requests for assistance to government and industry in connection with special problems in organization and methods, for research, and for training of staff, far exceed the present capabilities of the Institute.

Land has been made available by the government upon which USOM plans soon to construct adequate facilities for this growing institution. The contract under which the University of Pennsylvania provided technical support to the Institute from 1954 to 1959 expired on December 31, 1959, and a new contractor is now being sought to continue the expanding Institute programs. Meanwhile, an American staff of seven, under individual contracts, is carrying on the advisory work. Material assistance in the form of funds for scholarships and research has been provided by the Asia Foundation.

A four-man team from the University of Southern California consisting of HENRY REINING Jr., ROBERT H. BERKOV, R. R. DOCKSON, and G. P. MARTIN, together with RALPH BRAIBANTI of Duke University, surveyed the rapidly developing fields of public and business administration in March 1960. From their findings, supported by the recommendation of JOHN RUSSELL, S. McKEE ROSEN, O. B. CONOWAY, and GLENN FERGUSON, who visited Pakistan under ICA auspices in September and October 1959, ICA will support a substantially enlarged project of training, research and consulting. The IPBA in Karachi will strengthen its graduate and in-service training program in business administration and become the National Graduate School of Business Administration. ICA plans to assist in establishing two new Institutes of Public



Pakistan - Continued.

Administration in Dacca and Lahore during FY 1961 and a National Institute of Public Administration in or near Rawalpindi by FY 1963. ICA plans also to provide three advisors and limited commodity assistance for strengthening the program at the Civil Service Academy, Lahore. It is expected that contracts with the University of Southern California will be signed early in FY 1961.

Related to the training presently offered by the Institute are the two Pakistan Academies for Community Development established with Ford Foundation and ICA assistance. These academies will train community development (village aid) administrators and government officials for development administration.

Development of Statistical Services. Since 1951, technical assistance in the development of statistics has been furnished by advisors from the U.S. Bureau of the Census. The Center and the Provinces have all established statistical organizations to serve their respective governments. In addition a special agricultural census organization has been established in the Ministry of Agriculture, and a special organization for the population census in the Ministry of Interior. There are separate bureaus for agricultural statistics in East and West Pakistan. It is through these organizations primarily that the advisors work, though they have also provided assistance to the National Planning Commission, the nation-building departments and research institutes. As a new additional objective, the advisors, during 1960, will attempt to promote the updating of formal academic instruction in statistics in Pakistan's universities in order to provide adequate manpower to meet future needs without the necessity of a continued foreign participant training program.

Other Programs. A project in Executive Practices in Public Administration, established in 1958, was terminated by the GOP in August 1959 without implementation. This program for the training of top level government administrators was abandoned because, as a result of change of government, none of the officers who might have become participants could be spared from their duties.

Personnel. DUVAL STOAKS, Chief Public Administration Advisor, left USOM/P in March 1959 for assignment as Chief, Near East

## Pakistan - Continued.

South Asia and Africa Branch, PAD/Washington. He was succeeded by WELDON T. ELLIS, Jr., who arrived in Karachi from USOM/Bolivia in July 1959. Mr. Ellis' tour in Pakistan ended in May 1960. ROBERT W. REINHOLD, Deputy Chief Public Administration Advisor, served USOM/P until his departure in January 1960. GORDON W. EVANS, Program Assistant, was on board throughout the eighteen months. FORD HINRICHS is Principal Statistical Advisor; DOROTHY COOKE, Survey Advisor, on home leave during April, May and June, is expected to return to Karachi. JOHN ROE GOODMAN served as Statistical Advisor to East Pakistan and country-wide Sampling Advisor until November 1959. He returned to Pakistan in January 1960 on a short-term assignment, principally in connection with the agricultural census. M. VINCENT LINGQUIST has been recruited to arrive about mid-June as Provincial Statistical Advisor for East Pakistan; and the position of Provincial Statistical Advisor for West Pakistan has been open since the return to the U.S. of LLOYD PROCHNOW in February 1960. The staff of seven, all on personnel service contracts, carrying on advisory work on the IPBA projects, are: HUBERT R. BRUENINGER (Chief Advisor), FRED HENNINGSEN and FRED RYDELL (Accounting), STANLEY HENEMIER (Statistics), VIRGIL STEVENS (Public Administration), VIDA MOGANSON (Administrative Officer and Registrar) and CARROLL MORELAND (Librarian).

## TURKEY

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	4500	4718
Pub. Adm.	370	267

Increasing awareness of the necessity for strengthening public administration in Turkey in order to carry out successfully a program of economic development characterized the period ending

Turkey - Continued.

June 30, 1960. Considerable impetus was given to this trend by the effects of recent changes in the Turkish Government. The current national mood for political and administrative reform will unquestionably foster a concerted effort toward improvement of public administration in Turkey. As a result, prospects for rapid progress in implementing presently planned projects are extremely bright.

Another significant change which occurred during this period was a shift in emphasis in the public administration technical assistance program. Activities in public administration in the past were directed largely toward pre-entry training of future government administrators. Projects were later added as demonstrations of the techniques and advantages of a rational approach to management improvement. Recently, management improvement projects in individual governmental ministries and agencies have been initiated.

Management Education Projects. A project to assist the Academies of Economics and Commercial Sciences, University of Ankara, and other institutions in developing trained teaching staffs and research specialists in public administration was initiated as a means of further broadening the number of institutions equipped to provide training and education of personnel for the public service.

Preliminary steps were taken to initiate an executive development project for key senior-level line and staff career officials of the major governmental ministries and state enterprises. Such training in management skills has as its objective the development of highly qualified personnel to provide leadership to organization and management improvement in their respective government agencies.

The public administration project providing assistance to the University of Ankara to improve course content, teaching materials and textbooks under a contract with New York University (NYU) was completed during 1959. Special activities initiated with the assistance of the NYU group - such as the Kaymakam conference of local government officials, summer intern training, and the Accounting Congress- were continued for the third year.

State Hydraulic Works Agency. With the successful undertaking during the year of special seminars for both senior-level and middle-level management executives, management training became an accepted part of the program of this agency.

Turkey - Continued.

The administrative department was reorganized and strengthened. Steps were taken to enable the department to provide the services required by the technical organizations. An organization and methods office was established upon the return of three participants from training in the U. S. A position classification survey was undertaken upon completion of training of staff locally. An intern program for administrative personnel was inaugurated in the agency under the leadership of a newly established central training section responsible for technical and management training.

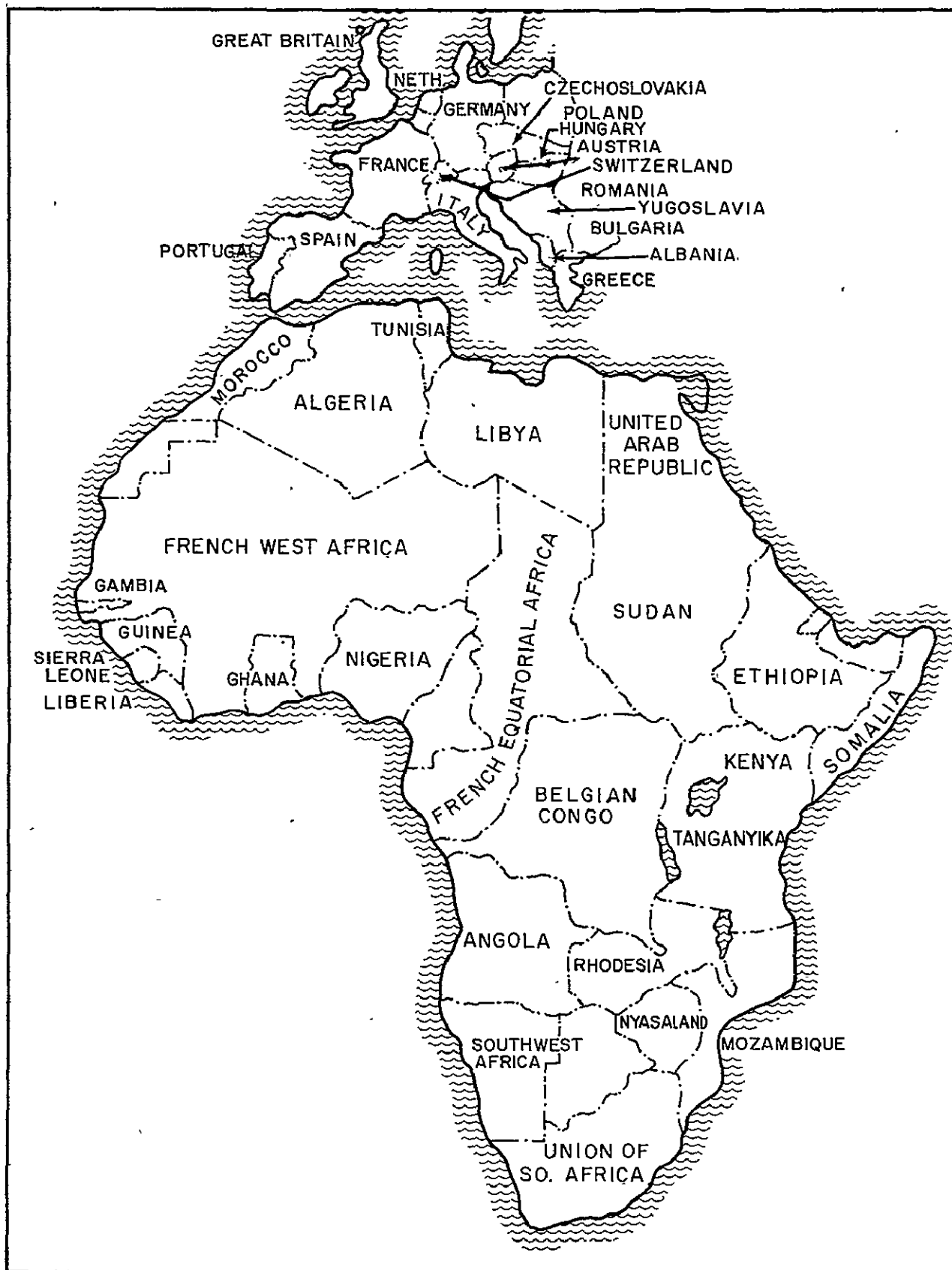
Ministry of Finance. A survey was completed of the organization and procedures of the General Directorate of Accounting in this important ministry.

State Supply Office and General Directorate of Customs. Plans were completed for management improvement projects to be initiated in these agencies in the second half of calendar year 1960. The project in Customs is to establish an organization and methods section in that Directorate to simplify its operations and procedures on a continuing basis. To enable the State Supply Office to fulfill its role as a central supply service for its assigned field of operations, activity in that agency will be directed toward improving its organization and management and toward developing a program to standardize forms, materials and equipment utilized by governmental institutions.

Personnel. ANTHONY ORMASA continued to serve as the Chief Public Administration Advisor with the assistance of JAMES M. CLINTON assigned as Public Administration Advisor to the State Hydraulic Works Agency. WALTON GROCE was detailed from the USOM's Industry Division to participate in the survey activities in the Ministry of Finance.

Members of the New York University staff who returned to the U.S. in June after completion of their project included: JOSEPH McLEAN, Chief of Party; ELWYN MAUCK; WILLIAM LARSEN; JOSEPH HAWLEY. ANTHONY LANZA and LESTER BROOKNER, also members of the NYU staff, remained in Ankara to join the USOM staff in Education.





## REGIONAL - AFRICA AND EUROPE

During the past year numerous African countries have achieved independence and others will become independent in FY 1961. Public administration programs have already been proposed by some new African nations; some current African programs are expanding, and it is expected that additional new nations will request assistance in developing and maintaining effective and efficient governmental administration and in training administrative personnel for the public service.

In view of a greatly expanded public administration technical assistance program in Africa, ICA/W established within the Public Administration Division in June 1960 a new Africa and Europe Branch. JACK KOTTEEN is the Chief of the new AFE Branch. He is presently in Africa reviewing potential and current public administration programs.

The Near East and South Asia Branch and the Far East and Europe Branch will continue to backstop public administration programs in their respective areas.

### LIBERIA

#### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	2308	3076
Pub. Adm.	129	347

The program in public administration in Liberia was established in November 1958. Although the technical assistance program has been in operation for over ten years in Liberia, this is the first program in public administration. Its initial phase consisted of a series of surveys to determine the areas where the program could be the most effective.

Liberia - Continued.

Pensions and Retirement. At the request of the Government of Liberia (GOL) a study was made to determine the feasibility of developing a pension and retirement system for government employees. The Public Administration Advisor acted as advisor for a commission appointed by Executive Order to study the existing programs and to make recommendations for a new system. The Advisor made recommendations to revise the present Civil Service System and then to establish a government-wide pension and retirement system.

Hospital Administration. The Public Administration Advisor, under a project which had been initiated as a program in Health Administration, assisted the National Public Health Service in developing standards of administration and provided consultation service for the government hospitals throughout the country. Two participants have been sent this year for training in hospital administration at the American University of Beirut, where it is planned to send at least two participants each year. For graduate programs and special programs leading to a degree in hospital administration, participants will go to universities in the U.S.

Customs Administration. Special surveys have been conducted for the Bureau of Customs at the major points of entry into the country. These surveys were concerned with the administration and procedural aspects of customs rather than tariffs and duty.

Department of the Interior. The major program in public administration in Liberia is concerned with the administration of the interior and the development of administrative programs to strengthen the central Department of the Interior, the three provinces, the five coastal counties, and the districts each headed by a commissioner. Beneath these major political divisions is the Tribal Authority, composed of the Paramount Chiefs, the Councils of Elders, the Clan Chiefs and the Headmen or Town Chiefs.

The project is supervised by the Secretary of Interior. The Public Administration Advisor has been accredited as advisor to the Department of the Interior. A general survey of the level of administration throughout the country was made down through the

Liberia - Continued.

tribal level, although it centered on the work of the District Commissioners.

As a result of this study, training programs are planned at the level of the District Commissioners and a program has been outlined which includes collection and evaluation of administrative data; interpretation of tribal life in terms of syllabus material for use in seminars for the officials of the Department; and preparation of legislation and regulations for the Department of the Interior.

Public Administration Survey. A special survey was conducted during March 1960 by a public administration advisor from Thailand in cooperation with the USOM/Liberia public administration advisor to ascertain the needs for technical assistance by the Government of Liberia in public administration. As a result of this survey, USOM/Liberia proposed several new public administration projects for FY 1961, including assistance to a Liberian Commission on Government Operations and to GOL departments on financial management.

Personnel. JOHN L. CLAY served as Public Administration Advisor until May 1960 when he returned to the U.S. for home leave and transfer. JOHN W. MORE, Chief of the Public Administration Division at USOM/Thailand, spent several weeks in Liberia during March, 1960.

## LIBYA

ICA Technical Cooperation and Public Administration Programs  
(in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	2646	2500
Pub. Adm.	15	--





A team of 20 senior Nigerian administrative officers, with their advisor David Jickling, observe data processing methods in the U.S. Civil Service Commission during a two-month training program in the U.S. in Administrative Management during May and June 1960.



## Libya - Continued.

Joint Services Administration. Since December 1959 USOM/Libya has been assisting the Government of Libya in planning and executing the transfer to the Libyan Government of the varied and complex functions presently performed by the Libyan-American Joint Services (LAJS). In addition to transfer of technical services, these include personnel, procurement, vehicle maintenance and fiscal operations previously performed by the Central Administrative Services of LAJS. It is anticipated that actual transfer will be completed within the next year.

Training. Two Libyan participants were in the U.S. for training in personnel administration and supply management.

Personnel. FRANK G. O'NEILL arrived in Libya on December 21, 1959, to serve as Public Administration Advisor.

## **SPAIN**

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	1100	1000
Pub. Adm.	49	100

The public administration program in Spain during FY 1959 and FY 1960 has been devoted to two principal projects. The first concerns assistance to the Industrial Management School in Madrid. This School, under the leadership of Dr. De La SIERRA, is providing management education and training to the new business leaders of Spain. DEWITT DEARBORN of Carnegie Institute of Technology has continued to advise the school. Several key officials of the school visited the U.S. under the ICA program, and several American professors selected by Dr. Dearborn served in

Spain - Continued.

Spain assisting the school in its program development and operation. Plans are in process of implementation for several additional advisors to go to Spain in FY.1961 to assist in the review of teaching methods and to acquaint faculty members with the latest developments in industrial management techniques. A consultant in connection with computer operations will also visit Madrid.

The second major project has provided assistance in improving the Civil Service. JAMES R. WATSON has been assisting the Office of the Presidency in determining weaknesses in the Civil Service and aiding in the development of remedies - particularly in the field of in-service training. In this connection the Government of Spain (GOS) has opened, at Alcala de Henares, a center devoted to the formation and training of civil servants. Attending and participating in the inaugural ceremonies were a team headed by Clarence Randall, Special Assistant to President Eisenhower; John W. Macy, Executive Vice President of Wesleyan University; and Rocco C. Siciliano, formerly White House Special Assistant on Personnel Management.

Participant Training. A special program in personnel management was developed by TB/PAD for eight senior officials from the Executive Office of the President and other Spanish governmental agencies. These participants are also active in supporting the work of the new Spanish Center for the Training of Civil Servants.

Personnel. Public administration advisors were JAMES R. WATSON; DEWITT DEARBORN of Carnegie Institute of Technology; and M. R. CONKLIN and J. L. OGUS, Statisticians who arrived on short-term consultation in late April 1960.

## TUNISIA

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	1713	790
Pub. Adm.	138	196

The public administration program for Tunisia was launched by the manpower survey made during 1958 by an ICA team headed by JAMES M. MITCHELL, in collaboration with five high-ranking Tunisian officials. As a result, the extent and nature of shortages of trained manpower for key positions in the Government of Tunisia (GOT) were revealed; the personnel system was found to be too rigid for a newly independent country; and it became clear that a better budgeting and accounting system was needed to simplify the obligation, expenditure, and overall control of funds allocated for development projects. One of the long-range recommendations was that an Institute of Public and Business Administration be established to create sufficient numbers of fonctionnaires for the government and potential entrepreneurs for the private sector of the economy. All recommendations and objectives were designed to provide the GOT with an alert and modern government responsive to the changing conditions in a developing economy.

Fonction Publique. Early in the calendar year 1959, negotiations were started with the Director of the Fonction Publique (Central Personnel Office) to see what could be done in this vital area. He and an assistant completed a six-week study tour in the U.S. and Canada this past fall. The Director is currently outlining the details of his program to improve the GOT personnel system. USOM holds periodic discussions with him to work this program out.

Budget. The new Constitution, recently ratified, makes mandatory a review of the budget by the National Assembly and also establishes a fiscal year from January 1 to December 31 (the fiscal year in the past was from April 1 to March 31 the following year).



## Tunisia - Continued.

The new budget Director has written a new law providing for the review and enactment of the budget by the legislative and executive branches. Before he started writing this new budget law the U.S. Budget and Accounting Act, as amended, had been translated into French and provided to the Budget Director as an example of what this legislation might include.

Participant Program. The Budget Director has already gone to the U.S. under the fiscal year 1960 program and it is anticipated that two accountants and one budget technician will be scheduled for fiscal year 1961.

High-level and middle management participant technicians have been trained, or are being trained in the U.S., Belgium, France and Switzerland in the fields of banking, credit, finance, foreign commerce and insurance. This training is a blending of practical experience and formal courses in colleges and universities. Approximately 46 participants have been or are being so trained.

The long-range goal is to establish in the present National School of Administration an Institute of Public Administration. This Institute would eventually provide trained technicians and administrators for the GOT. It would also preclude the need for sending participants to third countries or the U.S. except to provide special training in fields not covered in Tunisia.

Third Country Technicians. As a stopgap measure, ICA has worked out an arrangement under which GOT may hire third country technicians on a contract basis at GOT salary rates, with USOM paying the difference between the GOT salary rates and what the GOT technician would normally get in his own country, and also paying the transportation of the technician from the third country to Tunisia.

Personnel. DALLAS W. HUNTER arrived in December 1958 as Public Administration Advisor.

## YUGOSLAVIA

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Program FY 1960</u>
Tech. Coop.	1440	1800
Pub. Adm.	25	205

As a result of the efforts of ROBERT COOP, Public Services Advisor, a new project has been initiated which will involve a contract with an American university to provide technical assistance, advice, equipment and facilities to Yugoslavia designed to strengthen public administration at all levels of government. It is planned that the program will be developed in conjunction with the Yugoslav Federal Institute of Public Administration. Commodity assistance will primarily be in connection with library requirements for books and equipment at eight administrative schools of public administration. This contract will mark the start of mutual cooperation in public administration in Yugoslavia where the need for improvement in both civil service and government organization and methods is recognized by the Government of Yugoslavia.







THIRD LATIN AMERICAN CONFERENCE OF PUBLIC ADMINISTRATION ADVISORS

April 26-29, 1960 - Rio de Janeiro, Brazil



## REGIONAL - LATIN AMERICA

Third Regional Conference. The Third Regional Latin American Public Administration Advisors Conference, held in Rio de Janeiro April 26-29, 1960, was attended by some 30 persons. On the closing day JAMES W. RIDDLEBERGER, Director of ICA, and ROLLIN S. ATWOOD, LA Regional Director, attended and addressed the conference.

The meetings were devoted primarily to panel sessions with three or four people from different Missions discussing preassigned topics followed by a question-and-answer period. USOM/Brazil/PBAD supplied reporting personnel so that within two hours after each meeting a rough draft of proceedings was available. These have been edited and are being printed for distribution.

The discussion on techniques of technical assistance brought out the need for more published material in public administration in Spanish and Portuguese, preferably by local people in local terminology. Translations are substantively unsatisfactory. It was agreed that each Mission would informally inventory the publications it has developed on its own and compile a bibliography of its publications for circulation to other Missions.

Quito Workshop. The first Latin American Workshop in Administrative Management (Seminario Interamericano de Administracion Publica), held in Quito in June 1959, was a working practical effort to interchange experiences and identify major problems. Eleven countries, Puerto Rico and the U.S. were represented among the 30 delegates. Escuela de Administracion Publica de la Universidad Central de Ecuador provided space for the month-long workshop, which was conducted by MARVIN WEISSMAN of USOM/ Ecuador. Six subject fields were decided upon: public enterprises; civil service; fiscal administration; administrative reform movements; problems of organization in functional fields such as education and health; and simplification of procedures and handling of records. Each group operated with its own moderator and was assigned an advisor-assistant from USOM/Ecuador/PAD. Work sessions consumed close to half the workshop's 200 hours; reports to the plenary session consumed perhaps another 30 hours; and the remaining 70 hours were dedicated to two special programs designed to supplement the content of the workshop with roundtables and evening public conferences.





The Deans of what were then Latin America's oldest and newest schools of public administration formally close ICA's first Regional Workshop in Administrative Management, held in Quito in June 1959. Adolfo Fortier Ortiz, Acting Dean of the School of Social Sciences of the University of Puerto Rico, explains the activities of that Faculty's Public Administration School, while at his left, Dr. Manuel Agustin Aguirre, Dean of the Faculty of Economics of Ecuador's Central University, waits to explain what had prompted his Faculty to inaugurate a school of public administration in October 1958

Latin American Region - Continued.

Sharing Experiences. On several occasions public administration advisors stationed in one country have helped out in another country by visits or short-term details. NORBERT KOCKLER ( O & M Paraguay) spent 90 days in Haiti in 1959 before entering on duty in Ecuador. ELLIOTT MURPHY ( O & M -Costa Rica) made two trips to Guatemala and El Salvador and one to Honduras, consulting on management and methods problems of warehousing and supply management. LESTER ANDERSON (Records Management - Costa Rica), in response to a request from El Salvador, conducted a short seminar on records retention before the Public Administration Society. Public Administration Advisors from El Salvador and Guatemala, accompanied by their local counterparts, visited Costa Rica on two occasions for consultation. ROBERT B. KENNEDY (Tariff and Customs - Paraguay) returned to Honduras for a sixty-day tour of duty to review the operation and organization of the customs system. Marvin Weissman and MIGUEL VELEZ of Ecuador made a brief study in September 1959, on behalf of USOM/Peru, of budgetary administration in the Government of Peru, and Weissman visited El Salvador in March 1960 to advise on plans for a high-level management seminar.

**BOLIVIA**

ICA Technical Cooperation and Public Administration Programs  
(in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	3337	2730
Pub. Adm.	209	190
Spec. Asst.	175	350
Pub. Adm.	175	250

As in previous years, the year 1959 opened with apparently little change in the attitude of Bolivian officialdom toward

acceptance of modern concepts of public administration. Efforts in Bolivia have met with this situation since the PAD's inception in 1955. A dynamic revolution in 1952 lodged control of governmental affairs largely in the hands of an eager but inexperienced new social group, a considerable portion of which was untrained and inadequately prepared for the positions held. This new set of officials was primarily concerned with problems surging from the profound social and economic upheaval that had recently taken place; little was done to change the bureaucratic inheritance, which traced back in part to colonial days. The need for development of a competent managerial group in government was acute - and remains so. For some time, the combined efforts of USOM/PAD and the School of Public Administration at the University of San Andres, as well as those of the United Nations technical assistance program in public administration, showed little discernible evidence of having made much more than a superficial impression. The new approach to public administration had apparently been only vaguely understood and had been difficult of application.

Toward the middle of 1959, it was decided that the School of Public Administration would continue to satisfy, within its limitations, the increasing requests for government in-service training. It was also decided that the PAD staff would confine itself to provision of technical advice and assistance in specific government agencies, where interest is manifested in trying to translate re-organizational proposals into reality. Obviously, PAD staff limitations have practically imposed this course, but it also has been felt that a successfully launched improvement project in one agency could prove contagious and could well serve as an inspiring example to other agencies which might have had earlier misgivings about attempting an internal reorganization.

From the initiation in June 1956 of specialized in-service training courses, the School of Public Administration, with continuing University of Tennessee technical support, has trained and graduated a total of 2753 government employees at the School of Public Administration in La Paz and elsewhere in the country, plus 62 more who have taken specialized courses within respective government agencies. This number represents a very significant core of trained personnel and one that can help materially in expanding interest in better government administration in Bolivia. It is anticipated that the School will try to tailor future training programs to satisfy the



Bolivia - Continued.

needs of specific government agencies and to conduct such programs directly within the agencies concerned. At the same time, it is hoped that the School of Public Administration would continue to be maintained in an academic atmosphere and that the University of San Andres would ultimately recognize the School as an integral part of the University, where both undergraduate and graduate courses leading to a degree in Public Administration would eventually be offered. However, the ICA-financed contract between the University of San Andres and the University of Tennessee expired July 31, 1960.

The PAD has been actively participating in administrative reform projects in four of the nation's leading government entities: (1) Superintendency of Banks; (2) Office of Communications in the Ministry of Public Works and Communications; (3) Customs Administration; and (4) Internal Revenue Administration. Requests for assistance have been received from other agencies, including a request from the Office of the Controller General of the Republic for PAD to assist in a general reorganization. This promises to be a challenging assignment and one that should have a significant impact on improved fiscal administration in Bolivia. In October 1959, a special survey was made of municipal administration of the city of Santa Cruz for the purpose of providing assistance in identifying and helping resolve internal organizational problems. Further assistance had been contemplated, but because of a sudden change in city officials, it was indefinitely postponed. This case pinpoints the problem of providing technical advice or assistance for municipalities when continuous replacement of personnel hampers sustained improvement efforts in this important area of government.

Superintendency of Banks. A long dormant reorganization plan that had been drafted by the Bolivian PAD staff member was revived and approved for adoption during the third quarter of 1959. The special group charged with this task drafted a new organic law and internal governing regulations. Following their adoption, an employee training program was initiated to acquaint all personnel with their content. In addition, through arrangements with the School of Public Administration, an in-service training program was started in January 1960 in the following subjects: supervision and personnel management; typing and shorthand; organization and methods; elements of bank accounting; and records and filing. Courses are being

Bolivia - Continued.

conducted in stages over a period of four or five months. In conformity with the decision to hold in-service training classes on the premises of the requesting government agency, whenever feasible, these courses are being conducted at the Superintendency. Attendance has been well sustained.

Office of Communication. A new organizational framework was developed and officially approved by the Minister of Public Works and Communications during the last quarter of 1959. It was intended that a detailed functional plan would also be developed, spelling out the exact duties and responsibilities of each unit and employee. However, because of subsequent internal disagreements, this next phase had to be indefinitely suspended, at least in part. With the recent appointment of an energetic new Director General of Posts, who has asked the PAD to assist in a proposed reorganization of the admittedly archaic and neglected Bolivian postal system, it is hoped that interest can be maintained in completion of improvement plans in the Office of Communications as a whole. The PAD Bolivian staff member was largely responsible for sparking interest in this project and subsequently keeping it alive.

Customs Administration (Aduana). This old and vital revenue-producing agency had long been in need of an overhaul. Although two foreign customs technicians, one from USOM and one from the UN, had arrived early in 1959, it was not until June that serious attention began to be devoted to the reformation of the Customs service. In this month, a special council, called the Consejo Nacional de Ingresos, was created by presidential decree for the purpose of improving both the Customs and the Internal Revenue Administrations. This Consejo, presided over by the Director General of Taxation on behalf of the Minister of Finance, has devoted much time and effort to the study and drafting of measures designed to better revenue collections and to provide more efficient service. For the Customs, the Consejo prepared a new organizational structure that was incorporated in a special decree signed September 29, 1959. The problem immediately became that of making the new decree work. Nothing so sweeping in scope had been introduced in the Customs for over 30 years. Imposed with little preliminary preparation in the way of budgetary support or detailed informational data for implementation of authorized changes

in organizational procedures, it was but natural that fulfillment dragged. Nonetheless, changes were made with remarkable success considering the handicaps under which the personnel had to carry them out. Despite certain errors and omissions, the new system has proved sound. Necessary supporting steps have been taken to help insure more effective implementation. In the budget for 1960, salaries were raised materially in an effort to provide Customs employees compensation that would prove reasonably adequate and would help minimize temptations to supplement it unlawfully. A manual of instructions has been painstakingly prepared and a remarkably fine training course is being conducted for selected employees qualified to assume important positions. As in all human endeavors, the degree of accomplishment has been, - and will continue to be, - proportionate to the support provided by higher officialdom and the compliance of the rank and file.

Internal Revenue Administration (Renta). This agency, like the Customs, is a major source of revenue for the Government, and had also long been in need of an overhaul. Unlike the Customs, however, reformation has not had to depend to such an extent on improvement of individual competency and integrity. Therefore, improvement efforts have been concentrated on streamlining the organizational structure, designing more effective tax forms and introducing mechanical aids to the extent financially possible. The special Consejo Nacional de Ingresos has subjected the entire tax organization to a searching review of its deficiencies and has made a number of constructive changes designed to provide better control and more efficient service to the taxpaying public. A returned USOM participant, RAMIRO CABEZAS, has been playing a leading role in the revamping of the Internal Revenue Administration in his capacity as special assistant to the Director General and concurrently Chief of the Fiscalization Department. His enthusiasm and technical know-how have strongly influenced the excellent work of the Consejo in drafting reform measures. So also have the views of the able UN tax expert, GUSTAV WIESE, whose presence on the Consejo has been of great value.

Participant Program. During the year 1959, a total of nine participants received training in the U.S. and third countries. All returned to former or better positions. Three Customs officials were sent to Callao, Peru, to study modern warehousing under the auspices of the Port Authority of Callao in order to prepare them to conduct a



Bolivia - Continued.

proposed Customs housing improvement program. The result of their training has been impressive. Combatting disinterest these officials, without modern mechanical equipment, have instituted a remarkable improvement in reception, storage and clearance of merchandise warehoused in Customs premises. It is planned that during 1960 sixteen participants - including the Controller General and one of Bolivia's outstanding government economists - will receive training in the United States, Puerto Rico, Mexico, Chile and Peru.

Personnel. The USOM/PAD staff is comprised of FOSTER KNIGHT, Public Administration Advisor (Customs) and ENG. ROBERTO DALENZ, Administrative Assistant and Specialist in Organization and Methods. MARCUS QUINN, a former member of the Division, was designated Deputy Director May 31, 1959, in which position he remained until conclusion of his tour in December 1959. In June 1959, former PAD Chief, WELDON T. ELLIS, Jr., was transferred to a similar position in USOM/Pakistan.

NELSON M. ROBINSON continues as Chief of Party of the University of Tennessee contract group totalling four persons.

**BRAZIL**

ICA Technical Cooperation and Public Administration Programs  
(in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	5679	6600
Pub. Adm.	1575	1456
Spec. Asst.	167	442
Pub. Adm.	167	442

Departamento Administrativo do Servico Publico (DASP).  
Technical assistance in public administration to the Government of Brazil (GOB) continued to be channeled through the Departamento

Brazil - Continued.

Administrativo do Servico, the central management agency which reports direct to the President and which is responsible for budget formulation and execution, personnel management, and organization and methods work for the entire federal government. By improving its own operation, DASP would be in better position to assume the leadership in a program of administrative improvement throughout the federal government and to furnish specific technical assistance in federal, state and municipal agencies.

The ICA program provides for DASP technical advice and assistance in the fields of financial management (four technicians), organization and methods (four technicians), and personnel administration (six technicians), of whom two are classification specialists and two in-service training specialists.

The O & M group has completed the collection, collation and translation of data regarding DASP's organization, functions and staffing - including the translation of the Regulamento (Organic Law) of DASP. Brazilian government employees are being identified who have had training in the management field in the DASP School for Public Service, in the Brazilian School for Public Service (EBAP), or in the U. S; if they are not working in their field of specialization or if their services are not being fully utilized, DASP plans to arrange for the best qualified of these employees to be detailed to its staff. The O & M group has outlined a supervisory training program and turned it over to the DASP School for Public Service to put into operation. It is this group which is also being called upon to assist the Grupo de Trabalho - Presidential Work Group for the Move to Brasilia - in a study of the management and administrative problems occasioned by the contemplated move to the new capital.

The budget group has continued study of DASP's budget formulation and execution activities; has reported on its reconnaissance survey of the Contadoria Geral, the agency responsible for central accounting functions of GOB; and has studied operations of the budget process in several field agencies of the Ministry of Agriculture and of the Tribunal de Contas (Court of Accounts).

Brazil - Continued.

During 1959, some 32 DASP-sponsored participants were designated for training in the U.S. in the fields of budget (4), organization and methods (3), personnel administration (6), customs (2), supply (2), economic development (5), tax administration (5), and one each in banking and finance, local government, national income, administrative management and accounting.

Experience to date in working with DASP indicates a continued desire for and cooperation in a program of technical assistance on the part of DASP officials and employees. Despite its efforts, however, DASP is still experiencing a shortage of skilled technicians. In an effort to resolve this problem it is planning to add to its staff some 50 technicians selected through open competition. A three-month preparatory course will be given to all qualified applicants, at the end of which some 50 will be selected through a series of tests. To date about 250 applicants have enrolled for the course.

Sao Paulo Business School. This project was started in 1954 to assist the Getulio Vargas Foundation (GVF), a quasi-governmental agency, in establishing a School of Business Administration in Sao Paulo (Escola de Administracao de Empresas de Sao Paulo - EAESP). Technical assistance has been provided to the School by U.S. professors furnished under a contract between ICA and Michigan State University (MSU).

In December 1958 the first four-year undergraduate program, which started in March 1955 with 52 students, was completed by 18 students. All of these were offered jobs in private industry at salaries higher than those received by their Brazilian professors. This undergraduate program, originally conducted by U.S. professors, has now been taken over by the U.S.-trained Brazilian faculty.



For the School of Business Administration in Sao Paulo, Brazil, a cornerstone is laid by Director Flavio P. Sampaio on March 30, 1959, for the new building on land donated by the city of Sao Paulo with a contribution of 20 million cruzeiros toward the building fund from the state of Sao Paulo. Both actions, almost without precedent, attest to the high regard in which the School is held. Technical assistance was provided to the School by U.S. Professors under a contract between ICA and Michigan State University

Thirteen intensive 13-week courses have been attended by over 500 business executives. The fourteenth course, just completed, had an enrollment of 65, the highest to date. Included in this number were 18 businessmen from ten other Latin American countries, sponsored by the Organization of American States (OAS) under a contract signed with the GVF in May 1959, to run through 1962. Under this contract the School will accept up to 20 businessmen a year from other Latin American countries who are sponsored by OAS and the GVF will waive the costs of tuition.

Of the 30 Brazilian assistant professors sent to the U.S. for a Master's Degree in Business Administration at MSU beginning in 1954, 27 have returned and 26 are still teaching at the School. The U.S. - trained Brazilian professors have also taken over as Department heads of the School, positions formerly held by the MSU professors.



Brazil - Continued.

In an experimental program of postgraduate studies, started in September 1958, courses are given by MSU professors with some assistance by the returned Brazilian professors. Two semesters together are comparable to half of the typical Master's Degree program given in the U.S. Of the original 23 candidates who registered for the postgraduate course, only seven now remain in the course. The students were a capable group but were all working full time in industry and many were unable to maintain the pace. The entire course is presently being reappraised by a committee of MSU and Brazilian professors.

The School formally inaugurated its Research Center in January 1959, headed by a U.S.-trained Brazilian professor assisted by a MSU professor. Here the research and case collection activities of the various departments of the School are coordinated; new cases dealing with Brazilian business have been gathered, compiled and prepared for use in classrooms; work is under way on other cases in each Department, on the compilation of glossaries of technical terms, translations of English texts, projects designed to yield descriptive information about business practices in Brazil and preparation of two original textbooks for Brazil; and a study on the operation of the Stock Exchange in Brazil has been published. Six new members of the board are prominent leaders of the business community of Sao Paulo and are much interested in the continued development of the School. This School, as the only one in Latin America offering a four-year undergraduate program in business administration, enjoys a high reputation, particularly in the business community. It has been called upon to provide special courses by Petrobras, the government's national oil monopoly; it has made a special study for the National Steel Plant at Volta Redonda; and has conducted a survey for the largest private bank in the State of Bahia. Among its other activities it has participated in the three national conferences: The Seminar on Productivity for Professors of Administration, sponsored by the Federation of Industries of Sao Paulo held at Sao Jose dos Campos; the Seminar on University-Industry Relationships, sponsored by the Minister of Education, Confederation of Industries and the National Bank for Economic Development held at Hotel Quitandinha, Petropolis; and the National Conference of Faculties of Economic Sciences, sponsored by the Faculty of Economic Sciences of the University of Rio Grande do Sul on the occasion of its fiftieth Anniversary.

Brazil - Continued.

Instituto Brasileiro de Geografia e Estatística (IBGE).

The experimental census of Brasilia taken in May 1959 provided a thorough test of operational features of the plan for using sampling in the enumeration of the 1960 Population Census. The prospects of a 1960 Census have taken a turn for the better since the Chamber of Deputies has approved a budget of Cr \$750.000,000 for that purpose.

Early in 1959 a Working Group was established in IBGE for the purpose of reviewing the program of monthly economic surveys. This group submitted its first official report in August. Among other things, its recommendations provide the basic data needed to maintain an up-to-date index of industrial production, and monthly surveys of industry and wholesale trade on a probability sample basis, so that estimates of national totals, with measurable errors, can be obtained. The Nucleus for Census Planning sponsored a series of meetings on applications of sampling, with technicians working in various statistical agencies for the purpose of exchanging information and ideas on projects of current interest in the field of sampling.

The Caixa de Amortizacao, the government agency responsible for debt management and circulation of currency, has under the guidance of two IBGE technicians, undertaken a study of currency turned in for exchange, in order to determine such characteristics as the average length of life of various denominations of currency.

The activities of the eight returned participants are significant. Two participated in the planning of the Caixa de Amortizacao study; one is President of the Working Group on the Monthly Economic Surveys; two are teaching courses in agricultural statistics and econometrics at the National School of Statistical Sciences and are also acting as consultants, under contract to the Latin American Center for Research in the Social Sciences (UNESCO), their project being to design a population sample for the Federal District for use in a survey of social stratification and mobility; one was promoted to Regional Inspector (Director) of the Sao Paulo Regional Office of IBGE. A short-term consultant in electronic data processing was brought to Brazil in November 1959 at the request of IBGE and has completed a survey of IBGE's needs and capacity in this area.

Brazil - Continued.

Institutions for Public and Business Administration Education. A long-range program has been started to provide the university system of Brazil with institutional assistance in public and in business administration education through a pilot project cooperating with the following: University of Bahia (UBa); Rio Grande do Sul (URGS); the University of Recife (URe) for public administration only, and with a third university to be selected for business administration; the School for Public Service (DASP); and the Getulio Vargas Foundation's (GVF) School of Public Administration - Escola Brasileira de Administracao Publica (EBAP) - and School of Business Administration - Escola de Administracao de Empresas de Sao Paulo (EAESP).

After a survey by HENRY REINING, Jr., Dean of the University of Southern California (USC) and ALFRED L. SEELYE, Dean of the College of Business and Public Service of Michigan State University (MSU), serving as ICA consultants, USOM developed a plan to supply U. S. professors through ICA contracts with U. S. universities; to cooperate with the Brazilian staffs in the participating educational institutions; to improve curricula, teaching methods, and research; and to train Brazilian professors to supply Brazil's future needs. In this program the GVF Schools - EBAP and EAESP - will serve as coordination and training centers in their respective fields.

In May 1959, Letters of Agreement were signed with the USC for professors of public administration and with MSU for professors of business administration to implement this program, and the definitive contracts were signed in November 1959. The MSU and USC Chiefs of Party have already made several visits to the cooperating institutions for the purpose of accelerating the selection of Brazilian professors for advanced training in the U.S.

The first USC professor of public administration arrived in Brazil on June 1, 1959, and the eighth in September. In October two USC professors together with USOM representatives, visited practically all the principals engaged in the project for the purpose of clarifying institutional needs and program objectives. Visits

## Brazil - Continued.

were made to the Ministry of Education, the Brazilian Point IV Coordinator, EBAP and DASP. Sixteen candidates from the various participating agencies have been identified for training in public administration at USC, some starting in January and others later in the year.

The first of the MSU professors of business administration arrived late in August 1959, and two others in mid-September. Two MSU professors are still to be recruited. A MSU short-term consultant came to Brazil for 30 days in June to assist in activating the project, to visit the cooperating institutions and to gather information to facilitate home campus backstopping of the project.

The URGs nominated four candidates for training in business administration who left for MSU in September. Three of these professors spent several months in EAESP in orientation training prior to their departure for MSU. Others selected were scheduled to leave for U.S. in January and September 1960.

The USC and MSU staffs have each drafted a translation and publication program in their respective fields for submission to the Coordination Committee established by the Project Agreement.

Industry and Management Training. Brazilian industry must improve its efficiency in order to increase production for domestic consumption and for world markets at reduced costs. A seminar held at Quitandinha attended by representatives of government, industry and the universities for the purpose of discussing means of bringing all three together in a program of mutual assistance indicated a growing interest in such an effort. USOM is developing a project to provide technical assistance to Brazilian industry through the Confederations of Industry and Commerce by assisting with work programs of Brazilian Productivity Centers and assisting Brazilian Businessmen to visit industrial enterprises in the U.S.

Economic Development Training. Brazil's need for trained economists is beyond its present training capacity. The primary purpose of a new training project is to assist the Brazilian Institute of Economics (IBRE) of the Getulio Vargas Foundation to train superior-level economists. Outstanding university students will be selected for



Brazil - Continued.

intern training at the Institute and for U.S. training. Economists working in other government agencies who show high potential will also be selected for U.S. training. In addition outstanding economists from the U.S. will be provided to lecture at the Institute and other Brazilian universities for short terms to stimulate modern thinking and teaching in the field of economics.

Personnel. When ROBERT W. HERDER, Division Chief, was named Deputy Director of the Mission, HERMAN BERNHOLZ, Deputy Chief, succeeded him as Chief of the Division. EDLOW G. PARKER, who was to head the DASP program, was designated Acting Executive Officer of the Mission in August 1959 and since October 1959 has been serving as Acting Assistant Executive Officer. HARRISON BENNETT is continuing his work in budget. HAYWARD G. LAFFERTY, who arrived in March 1959, has completed a reconnaissance survey of the Contadoria Geral of the Republic and with his Brazilian associates is developing a work program in the field of accounting. ALLEN DOYLE assisted Bennett and Lafferty until his return to ICA/W in December for reassignment. WILLIAM H. HICKMAN, a short-term consultant in revenue estimating, completed the survey undertaken on his arrival in June. PAUL SERAMUR, on completion of his assignment with the City of Belo Horizonte, returned to the U.S. in April 1959 and resigned. PHILIP MALONE completed his work under the Public Administration Service contract early in 1959 and returned to Chicago headquarters. MAXCY ROESON DICKSON, who arrived in February 1959 on transfer from Iraq, and JAMES E. FAUROT who arrived in March 1959, are working with their DASP associates in developing a work program in O & M. GEORGE R. PEASE (Classification) arrived in November and is working in DASP. ROLAND L. ROBINSON (In-Service-Training), DAVID WOOD (Personnel) and ERNEST J. BARBOUR (Classification) entered on duty in January 1960. WILLIAM B. PAXSON has been transferred to the Program Office. THOMAS B. JABINE, Statistical Advisor on reimbursable detail from the U.S. Bureau of Census, returned to the U.S. in December 1959. JOSEPH DALEY, short-term consultant in Electronic Data Processing who arrived in November 1959, completed his survey and returned to the Bureau of Census. JOHN J. SEITZ (Program Analyst transferred from Iran in January 1960) and LOYD HUNT (Personnel) joined PBAD in February.

The Michigan State University contract group is headed by CLAUDE McMILLAN, Chief of Party. Chief of Party for the University of Southern California contract group is EARL C. CAMPBELL.

## CHILE

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	2870	3100
Pub. Adm.	177	203

PAD prepared a complete list of the 356 emergency decrees issued by the Executive Branch of the Government during the period (for one year beginning April 6, 1959) of Exceptional Powers granted to the President of the Republic by Congress, and made an analysis to determine their implications for public administration. PAD continued to participate in the work and discussions of the Local Personnel Classification Committee.

Centro de Investigaciones Economicas. The research center of the Faculty of Economics, Catholic University of Chile, was founded four years ago under the joint project of the Catholic University, the University of Chicago, and ICA. In the past year the results of research undertaken have begun to emerge.

A total of twenty-one outstanding young Chilean economists have been sent to the University of Chicago where the majority have excelled in their graduate studies. Eleven have returned to Chile. Of that number four have been given full-time positions in the Catholic University; two are working part time in the Catholic University; and one is at the University of Chile full-time and one parttime.

Personnel. MARVIN M. SMITH arrived in March 1960 succeeding DONALD P. WOLFER as Public Administration Advisor. The Chief of Party of the University of Chicago group was JAMES O. BRAY.

## COSTA RICA

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	1148	1290
Pub. Adm.	73	86
Spec. Asst.	--	50
Pub. Adm.	--	50

Acceptance of the public administration program in Costa Rica has been reflected in the increasing number of front page news stories released by government offices on their own initiative; growing participation through teamwork; and an increasing number of requests for technical advice and management surveys. The wide use of audio-visual media to increase program impact has contributed greatly to this success.

At the beginning of 1959, twenty-one projects were scheduled by the Central Organization & Methods Office. Fifteen have been completed. Reorganization of operations were made in departments of the Ministries of Agriculture, Interior, Public Works, Public Health, Social Security Administration, and Government Housing Agency. Of notable success was the establishment of a standard per diem rate for the government, thus eliminating a chaotic and wasteful system in use over 50 years.

Training. In spite of work pressure, moreover, a 12-session in-service training seminar was conducted by the O & M Office, and attended by eleven analysts from various ministries and agencies. Brief courses in filing technique have been given in two ministries, and for local commercial establishments.

Study grants have been provided for 19 participants, in fields such as Economic Development, Communications Administration, and Personnel Administration. Two third country participants were also offered training in Costa Rica, in the fields of Personnel Administration and Organization and Methods.

## Costa Rica - Continued.

In view of the steadily increasing budget deficit, increasingly serious fiscal problems, and divided political situation, it was decided to eliminate so-called "fringe projects" and concentrate in areas where monetary benefit can be realized.

Customs Program. Of particular interest is the largest and most important project, the Customs Program, on which work was begun in mid-1959. More than 22 local technicians representing four government agencies and two private organizations are working with the two USOM/Public Administration Advisors. One of the first necessary steps was to standardize the Arancel or Tariff Schedule since no new copies had been printed since 1954. Hundreds of rate changes had been made by hand, and no uniformity existed. In May 1960 a new Arancel was published in loose-leaf form. Prepared from IBM cards, a change sheet system has been set up which automatically assures that revisions are incorporated as soon as released. The same basic IBM cards are used to extend customs duties and fees in the preparation of import documents and to provide the data for foreign trade statistics issued by the Census and Statistics Office. This system represents a noteworthy step towards standardization. The index is the same as that incorporated in the Regional Tariff Schedules prepared by the United Nations and used throughout the Central American countries.

Spare Parts Warehouse. One other outstanding project which has received widespread support and acceptance was the Spare Parts Warehouse of the Ministry of Public Works. Completed ahead of schedule, this new warehouse, which comprises an inventory of over 10,000 items, incorporates a parts standardization program as an integral feature. The project was so well thought of by the Minister of Public Works that he invited the President of the Republic and the United States Ambassador to make a special inspection trip of the facility. A case study film strip in color titled "Warehouse Management" and incorporating taped Spanish and English narrations, has been prepared by the Division and previewed favorably in Costa Rica, in Guatemala, and Washington.

Assistance to the Banco Anglo. The Banco Anglo, one of the largest banks in Costa Rica, sought the assistance of the Public Administration Division and the Central Organization and Methods Office in making a study of its operations. Personnel requirements, work flow, space utilization, form design, and equipment utilization were all included in the study.





"In Service" Training in the principles of good office layout are being discussed by Public Administration Advisors Murphy and Anderson with Rogelio Navas and Jose Sancho, Analysts of the Costa Rica Central O & M office

## Costa Rica - Continued.

A separate though integrated part of the Banco Anglo project was the establishment of a records retention schedule and program, based to some extent upon a records schedule already established by a former public administration participant from the Bank of Costa Rica.

Regional Cooperation. The Public Administration Advisors shared their experience with other Latin American USOM's. ELLIOTT MURPHY made two trips to Guatemala and El Salvador and one to Honduras, consulting on management and methods problems of warehousing and supply management. LESTER ANDERSON was requested by El Salvador to consult on filing and records problems, and in response he conducted a short seminar on records retention before the Public Administration Society. Public Administration Advisors from El Salvador and Guatemala, accompanied by local counterparts, visited Costa Rica on two occasions for consultation.

Personnel. The public administration staff at USOM/Costa Rica consisted of ELLIOTT MURPHY, O & M Advisor, and LESTER ANDERSON, Records Management Advisor.

## CUBA

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	351	262
Pub. Adm.	32	35

Census and Statistics. The project of technical assistance in census and statistics was completed in August 1959 with the departure of BENJAMIN GURA, an advisor from the U.S. Bureau of the Census under a special project agreement with ICA. For nearly five years ICA

Cuba - Continued.

technical assistance provided statistical consultants in Cuba and statistical training in the U.S. under Census Bureau auspices. Consultation was geared to provide help in the formulation of programs; on problems of statistical organization and administration; on the planning and preparation of techniques and procedures; in the development of statistical concepts; and in the carrying out of statistical activities at the operational level.

During 1959 the Statistical Advisor's assistance was requested by the Cuban National Planning Board to help design forms and procedures for processing results of a survey of the housing situation in war-devastated areas; and to assist with a labor force census, and a land use inventory survey in urban and in rural areas. When the National Planning Board undertook a Census of Mineral Industries, technical assistance was provided in formulation of concepts, preparation of a directory of activities, product classification, and schedule design.

During the writing of a law creating a Ministry of Social Welfare in early 1959, a question arose over the administrative location of its proposed Statistical Office. The Statistical Advisor, believing that the office could function most effectively as a service organization for all of the divisions rather than as a branch of a particular one, recommended that an Office of the Coordinator of Statistics be organized which would report directly to the Minister. The recommendation was accepted and incorporated into the legislation.

The Ministry of Social Welfare's Division of Social Assistance, principally concerned with the monetary and educational needs of the indigent population, asked for and received assistance in organizing an integrated statistical system to measure and evaluate all aspects of its work. Gura helped to design forms and procedures; to define concepts to develop a family record form; and to prepare processing and tabulation instructions and a series of reports designed to help the supervisor and the administrator carry out their duties more effectively.

In 1959, Cuban statisticians were asked to draft a law to provide coordination of a statistical office, and in September 1959, a statistical law was passed creating in the National Economic Council a central statistical agency responsible for the formulation of a national

## Cuba - Continued.

statistical program, the development of standards, the coordination of statistical activities of different government agencies, and execution of those statistical activities which it considers could be best carried out in a centralized manner.

The organization of the Statistical Training Center in October 1958 by the National Economic Council made possible for the first time in Cuba a training facility specially designed to provide instruction in demographic, economic and social statistics and related subject matters in order to broaden and improve the background of government statisticians. Although the training does not overlook the importance of theoretical foundations, it is of an eminently practical character. Basic courses of instruction being given by Cuban statisticians include Elements of Statistics; Economic Censuses and Statistics; Survey Methods and Census Techniques; Graphic Methods; Machine Tabulation; and Technological English. Classes are conducted during the evening since the students work for the government during the day. As a rule, students do not have to pay a matriculation fee.

Early in 1959 USOM made available to the Center for short periods three experts of the U.S. Bureau of the Census. JACOB SIEGEL conducted a one-month course in Demographic Statistics and Population Census; provided specialized training to three trainee demographers; and provided special assistance to the technicians working on Cuba's labor force survey. MAXWELL CONKLIN advised an inter-agency Working Group formed to make recommendations needed to carry out an Industrial Census, and advised on the economic index of the National Bank, on survey problems of the National Planning Board, and on matters of statistical organization and policy. JOSEPH WAKSBERG gave a one-month course in Sampling Principles and Practices and provided assistance to technicians working on the labor force survey by reviewing the sample design and making recommendations for improving it.

Improving Public Administration. The President of the National Accounting Office (Tribunal de Cuentas), who had been assigned the responsibility for improving various aspects of public administration, requested the services for a short period of a U.S. consultant. In response to this request HIRAM S. PHILLIPS, Chief of the Latin America Branch of the Public Administration Division of ICA in Washington, arrived in Habana in November and was asked to develop an immediate and a long-range program for administrative improvement.



Cuba - Continued.

Mr. Phillips, working with a commission of young Cubans who had studied Public Administration principally at the Getulio Vargas School of Public Administration in Brazil, developed an immediate program that included: establishment of a Commission on Improvement of Administration; expansion and acceleration of programs to improve organization and administration; establishment of a national training program; and establishment of a modern system of personnel administration. The report Mr. Phillips presented on November 16 ("Preliminary Guidelines for Improving Public Administration in the Executive Branch of the Government of Cuba") included also a long-range program in the form of a series of searching questions about administration in Cuba, including such matters as methods used in policy formulation, the role of autonomous agencies, and executive-legislative-judicial relationships. Dr. JULIO DUARTE, President of the Tribunal de Cuentas, said the report captured the basic administrative problems of Cuba. He planned to present it to each Cabinet Minister as a basis for discussion.

○  
Personnel: BENJAMIN GURA, Census and Statistical Advisor, who completed his work in August, was assisted by the short-term assignments of JACOB SIEGEL, MAXWELL CONKLIN, and JOSEPH WAKSBERG - all four of the U.S. Bureau of the Census under a special project agreement with ICA.

HIRAM S. PHILLIPS, Chief of the Latin America Branch of the Public Administration Division of ICA in Washington, spent three weeks in Habana in November developing preliminary guidelines for improving public administration in the Executive Branch of the Government of Cuba.

## ECUADOR

ICA Technical Cooperation and Public Administration Programs  
(in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	1932	2075
Pub. Adm.	83	207
Spec. Asst. Pub. Adm.	--	132

Ecuador - Continued.

USOM/Ecuador's expanded program of public administration assistance got under way late in 1958 with major projects concentrated in the area of central financial management.

Budgetary Organization and Administration. In collaboration with the Budget Director and a UN technician, sweeping changes were accomplished in Ecuador's budgetary organization and administration. A nucleus of budgetary analysts was especially trained in the techniques of agency management and financial review. Uniform justification procedures and forms were designed to guide agency budget submissions. Presidential directives establishing a new budgetary calendar and firm criteria governing requests were prepared. The net result of these efforts was the development in Ecuador in 1959 of the first "justified" annual budget, based upon modern formulation practices. The 1960 budgetary cycle witnessed the application of new refinements to the formulation process. Justification forms were redesigned, soliciting additional information concerning program progress, workload, and administrative expenditures. In addition, new budget analysts and assistants appointed during the year were trained. While fiscal results were far from those sought, the budgetary reform has established a foundation for future, substantial economies and has drawn praise from Executive and Legislative leaders.

The budgetary reform was a "total Division effort". While the Division Chief, and the Chief Ecuadorean Technician, CARLOS DEVALOS, took major responsibility for this reform, special accounting studies were contributed by the Division's Accounting Advisor, a complete classification and compensation study was accomplished by the Division's Personnel Advisor, and a thorough procedures, records, and space reorganization was adopted as a result of the work of the Division's O & M Advisor and its Ecuadorean Records Technician, Miss INGRID PARTMUSS. This pattern of work was repeated in other projects.

Accounting. Within the Comptroller General's Office, considerable emphasis throughout the year was placed on the training of personnel. Through a series of special courses in the Central University of Ecuador and in the Comptroller General's Office, more than 100 government employees were given accounting training in 1959.

## Ecuador - Continued.

Again complementing specific studies of accounting organization and reform, the Division conducted a complete records study in the Comptroller General's Office and trained records specialists to carry out recommendations made.

Under special legislative authority granted by the Congress of Ecuador, a new budgetary and accounting coding system was introduced into the 1960 budget and into accounting procedures as of January 1, 1960 - the culmination of the Division's efforts in collaboration with the Budget Directorate and the Comptroller General's Office (their first major interagency venture). The new system is completely integrated with machine operations and is providing uniform data on budgeted, non-budgeted and earmarked financial operations, solving a major informational problem. A manual replacing the 1930 one presently in use is being prepared, incorporating all changes to date.

Central Supply Agency. Central budgeting and accounting studies were complemented with a major survey of Ecuador's Central Supply Agency, at the request of the Ministry of the Treasury. A report covering organization, legislation, finances, practices and results of central purchasing in the Government led to the drafting of new regulations for that Agency, radically revamping the present organization and system. This report was reviewed by the Minister and the President of Ecuador and immediate implementation of recommendations was ordered by the latter. Meetings with other Government officials have been held to speed adoption of controversial changes in the present system.

Customs Service. A major reorganization of the Customs Service was proposed by the Division early in 1959. As a result of a visit made to Guayaquil by the Minister of Treasury and four members of the Division, a detailed program of reforms was agreed upon and action documents and decrees were prepared. Major achievements included: (1) the Minister's rejection of his formerly unlimited authority to appoint Customs Inspector-Appraisers, through a decree establishing a "career service" for such employees, the first such group to enjoy "career status" within the central Government; (2) the creation of a joint commission of Customs and Port Authority representatives to solve mutual problems, thus ending a period in which coordination between these complementary agencies did not exist;

and (3) acceptance of major accounting reforms.

Tax Bureau. In addition, at the request of the Minister of Treasury, other activities of that Ministry, including administrative operations of the Tax Bureau, were reviewed by Division technicians in Quito and the populous coastal provinces. A summary report on this and other Ministry activities in the provinces was delivered to the Minister.

Postal Administration. Postal administration studies, begun early in 1959 in Quito, Guayaquil and Cuenca, Ecuador's three largest cities, terminated with the presentation to the Postmaster General and the Minister of Public Works of a report covering phases of personnel and fiscal management, transportation problems, public relations, and other postal matters. A unique development was the preparation by the Postmaster General of a personal report to accompany the Division's observations, which was incorporated in the final text presented to the Minister of Public Works, giving the Minister and the President a coordinated view of the Postal Service's current problems "from outside" and "from within". The Postmaster General, in his report, indicated recommended measures already adopted by the Postal Service to correct deficiencies. The Postal Service's 1960 budget request reflected the Division's principal recommendations and was prepared with its collaboration. The Division Chief and the Division's principal Ecuadorean assistant were called to testify before the mixed Executive-Legislative Technical Budget Commission on the Post Office Budget. Not only were principal organizational and funding recommendations accepted by the Commission, but the Post Office was given a larger appropriation than requested, to provide for additional inspection activities recommended by the technicians.

During 1960 the over-all postal studies were complemented with a detailed analysis of present postal money order practices and the recommendation of completely new procedures. The Acting Postmaster General has accepted the new plan and initial steps are being taken preparatory to its installation.



## Ecuador - Continued.

Personnel and Civil Service. Within the personnel field, initial activities in 1959 responded to a request by the Central Bank of Ecuador for advice on the organization of its new personnel department. This was followed by the personnel technician's study in the Directorate of the Budget, previously mentioned. During the latter part of 1959, a major personnel study was begun in the National Development Bank on a nation-wide basis, taking on important organizational and budgeting aspects as well. Early in 1960, the Bank named a new Personnel Chief and began reorganization of its Personnel Department, procedures, and records.

The Ecuadorean Government took the first formal steps towards "civil service" late in 1959 with the adoption of an "Administrative Career Law". In March 1960, the first major breakthrough in the central government based on this law was accomplished with the creation of a Personnel Office in the Ministry of Treasury. As a first step, job application forms, employee administrative history records, and forms for standard position descriptions were devised and completed by 1400 employees of the Ministry, the first effort of this type in the central government.

Other Surveys and Reports. At the request of the Ministry of Government, the Division embarked upon a full-scale study of the financial organization of the National Police Force. A series of reports recommending major reforms have been presented to the Undersecretary of Government. Other assistance during the 18 months' period extended to (1) the Municipality of Quito; (2) the Ministry of Development; (3) the Ministry of Education; (4) the Ecuadorean Legislature; and (5) other USOM and "servicio" activities, the latter, at the request of the USOM Director, to complete management audits of all U.S. technical assistance activities, reviewing problems of space, supply, vehicle utilization, personnel, and accounting.

In-Service and University Training. Sharing importance with "project" activities described above were efforts related to training Ecuadorean Public Administration specialists. In addition to the in-service training programs in the Directorate of the Budget and the Comptroller-General's Office previously mentioned, the Division conducted special university courses in co-sponsorship with the Central University of Ecuador and the Government. These included a three months' course in records management and a six-months' course in elementary and intermediate governmental accounting. A second records

## Ecuador - Continued.

management course terminated early in 1960, with 48 students from more than 20 agencies receiving certificates. At the same time, a special short course was given secretarial students enrolled in a program designed to train governmental clerical personnel.

The Division Chief and the Accounting Advisor were named full professors in the University in October 1959, and began teaching required second-year courses in Administrative Management and Governmental Accounting, respectively. More than 50 students were attending each course at year's end. In addition, the Division's chief Ecuadorean advisor continued to teach the first-year introductory course in public administration and added a second-year "laboratory" on O & M problems. Early in 1960, he was named Director of the School - an action promising to promote even stronger ties than those which actually exist between Division and School activities. Assistance in building up a University library continued throughout the year with more than 200 volumes provided by ICA.

Regional Activity. A unique month-long training effort of a regional nature was undertaken in June 1959, with the conduct of a Regional Workshop in Administrative Management attended by participants from a majority of the Latin American nations. The Division prepared materials to be used during four weeks of activities, conducted sessions, led work groups, and developed a series of public conferences to supplement the workshop.

Additional regional efforts of the Division included a brief study made in September 1959, on behalf of USOM/Peru, of budgetary administration in that Government, and the Division Chief's visit to El Salvador in March 1960, to advise on plans to conduct a high-level management seminar in that government, similar to the Interamerican Seminar held in Quito the year before.

Participant Training. Within the participant area, in keeping with the expansion of activities generally, a total of 18 Ecuadorean officials underwent training in public administration outside Ecuador during 1959. Of these half were specialized in the field of financial management. The majority were programmed in Puerto Rico; however, four underwent training in third countries. Additional funds were made available to the Division in the first half of 1960 permitting the programming of another 10 participants during that period.

## Ecuador - Continued.

The pressure of increasing workload produced an interesting intensification in the use of former participants to assist the Division's technicians. In four major projects during 1959 important advisory services were provided by ex-participants - in three of these cases to agencies other than those by which the ex-participants were employed. This has had the effect of multiplying Division technical assistance efforts and at the same time has produced a degree of mobility among Ecuador's public administration personnel difficult to achieve otherwise.

Personnel. MARVIN WEISSMAN continued as Chief and MIGUEL ANGEL VELEZ as Accounting Advisor. NORMAN C. DAVIS, Personnel Advisor, arrived in April 1959 and NORBERT F. KOCKLER, O & M Advisor, joined the staff in November 1959.

## EL SALVADOR

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	1030	1200
Pub. Adm.	131	143

On December 1, 1959, a Public Administration Agreement was signed with the Ministry of Finance providing for (1) guidance in management studies and training of personnel of the Department of Administrative Studies and (2) advisory services to the National School of Public Administration.

A training course was developed for the benefit of personnel in the Department of Administrative Studies and of certain other technicians who will be engaged in management studies.

El Salvador - Continued.

Major administrative studies carried out under guidance of the Advisor included office layout studies for the new Ministry of Finance building and for the new quarters of the national economic development agency; charting of the organization of the Ministry of Finance and several other agencies; a study of problems involved in adapting to El Salvador the Un-developed "uniform accounting system for Central America"; and a study of the handling of customs receipts in the Treasury General.

Other projects included: guidance to the independent audit agency in a study of central employee records section; preparation of new and revision of old directives of the Ministry of Finance and their issuance as manuals; survey of extent of reciprocity of Salvadorean provisions for social security; study of regulations governing operations of the Central Supply Agency; preliminary planning and development of guidelines for various groups to conduct fact-finding studies of the Santa Tecla "Model City" project in which several agencies of government are participating. The end result of this last-named project may well be the first city-manager-governed Home Rule City in Latin America.

National School of Public Administration. The National School of Public Administration was assisted in improving its course in organization and methods and in developing a public administration reference library. Demonstrations were given of the use of workshop and case study methods in public administration teaching. Seminars in Records Management, Management Training and Supervisory Training were planned.

Participant Program. During the year 13 officials received training in the U.S. in such fields as Records Management, Accounting and Auditing, Banking, Organization and Administration of Statistics Offices and Census Public Relations. Also, the Director General of the Department of Administrative Studies participated in the month-long Workshop in Administrative Management in Quito, Ecuador.

Personnel. RICHARD P. LOOMIS entered on duty as Public Administration Advisor in January 1959.



## GUATEMALA

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	2545	2300
Pub. Adm.	108	83
Spec. Asst.	70	70
Pub. Adm.	70	70

The most important event of the year in public administration improvement in Guatemala was the creation of a Public Administration Development Center (PADC) within the Ministry of Finance. The PADC is a joint U. S. - Guatemala in-service training project with an expected life of three years from its inception in July 1959. In conception and program it reflects the fundamental need in Guatemala for education, training, and the development of general interest in administrative reform. Through its planned curriculum, offering courses in such fields as Personnel Management, Budgeting, Organization and Methods, Supply Management, and Financial Administration; through its practical workshops program under the guidance of a permanent U.S. training specialist and visiting subject matter experts; and through its library and information clearing house - the Development Center will provide for the first time in Guatemala a locus for basic and advanced technical study in administrative management.

In addition, the PADC will continue to offer volume courses in typing, stenography, filing, and secretarial practices as formerly provided by the joint U. S. - GOG Demonstration Training School - which school has now been incorporated into the Development Center. Mrs. IRMA JANER will continue as head of the clerical training program of the Development Center in her new capacity as chief of the In-service Training Division of the Center.

The new Director of the Center is a Guatemalan, jointly selected by the GOG and the USOM. A supporting staff of 13 Guatemalans, plus two U.S. Advisors in interim charge of the Training Division and Workshops Division, complete the roster. Pending arrival of the

Guatemala - Continued.

Workshops Director, ROBERT J. YOUNG provided major continuing assistance to the Center in its early critical developmental phase.

Elsewhere on the training front, the Clerical-Secretarial Training School maintained its excellent record, graduating over 1000 students and creating government-wide interest and support. First steps were taken toward decentralized training with the establishment of Training Liaison Officers in the ten ministries. And, in cooperation with the Education Servicio, the PAD planned and programmed the first quality commercial high school in Guatemala, scheduled to open in February 1960.

Personnel Administration. In the field of personnel administration, three developments were noteworthy. First, interest revived in the re-drafting of an old Civil Service bill and PAD's chief advisor, H. DONALD McINNIS, participated extensively in this, along with ANTONIA MONROY of the staff. Second, the PAD encouraged the initiation, and then guided the fact-finding and report-writing phase, of the first study of personnel practices in the Government of Guatemala, conducted by the small Department of Civil Service. And third, several encouraging informal talks were held with key government officials who have proposed launching a joint job analysis and evaluation survey sometime during the following year - or just as soon as conditions give reasonable assurance of success for the project.

O & M. Two projects in the O & M area occupied a good portion of the PAD's limited manpower during the year. One was the conduct of a comprehensive management review of the Agrarian Affairs Agency of the Government, for the purpose of completely revamping its organization and procedures. Recommendations, delivered in August, received unusually good acceptance, and the PAD has since been assisting in the difficult phase of detailed implementation. The second project was the conduct of a similar, though less extensive, study of the Agriculture Servicio, leading to improvements in the closing days of its life which appear likely to be permanently adopted by the Government for the successor Guatemalan agency. Informal though substantial assistance has also been rendered to the Education Servicio.

Guatemala - Continued.

Other Developments. Of perhaps longer-range significance have been the discussions with the Budget Director of Guatemala - and others - on the prospects of establishing a central management planning staff in the Government. Late in the year the President of the Republic became interested in the idea and directed that preliminary plans be drawn up. Possibilities were good that something concrete would develop shortly.

Other developments of potential importance in Guatemala were: (a) the formation in October of a National Association for Public Administration, with a group of highly motivated graduates of the Training Center serving as the nucleus; and (b) the arrival on the scene of a new Catholic University (Jesuit) to offer higher level instruction in business and public administration. The PAD has remained in close contact with both movements, and has assisted both in organization and planning.

Participant Training. During 1959 reduced funds permitted sending only four participants in budgetary administration to Puerto Rico for four months each. They had all returned to their posts with the Budget Office.

Personnel Movement. H. DONALD McINNIS, PAD's Chief Advisor, and Mrs. IRMA JANER, Personnel Advisor, entered their second tours of duty in Guatemala in early 1960. ROBERT J. YOUNG, O & M Advisor, and two short-term consultants BRYANT KEARNEY, Personnel Advisor, and MICHAEL ALBERY, O & M Advisor, joined the staff during the period under review.

## HAITI

ICA Technical Cooperation and Public Administration Programs  
(in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	1634	2200
Pub. Adm.	105	228

## Haiti - Continued.

As a part of the U. S. - Haiti agreement for emergency budgetary support effected by an agreement in February 1959, the Government of Haiti (GOH) requested assistance in the area of public administration and specifically fiscal reform.

Budgetary Aid. As a result, ICA assigned a Public Administration specialist, NOLLE R. SMITH, to assist the Ministry of Finance in budgeting and in effecting various administrative improvements. Mr. Smith worked with the GOH on a daily basis, making frequent analyses of Haiti's own budgetary resources as well as the U.S. temporary budgetary support. One of the major features of this work was assistance in identifying the internal or floating debt which resulted from lack of coordination between the availability of funds and the issuance of checks and purchase orders by the various government departments.

Financial Administration. As a second phase of the U.S. response to the Haitian request, arrangements were made with the Public Administration Service (PAS), under an ICA-financed contract, to make a survey of financial management identifying areas of fiscal reform requiring attention. This report, entitled "A Report on a Brief Survey of Governmental Financial Administration of the Republic of Haiti", was submitted in September 1959 and received special personal study and approval by the President of the Republic.

Also in compliance with the President's request, ICA assigned as advisors, to help with long-range administrative programs, a taxation specialist, a fiscal specialist, and an economic planning advisor.

Personnel. NOLLE R. SMITH has been stationed in Haiti as Public Administration Advisor since October 1958, and CECIL MORGAN (tax) and J. CARL FULLER (finance) arrived in August 1959. DAVID J. KEOGH, Economic Development Advisor, joined USOM staff in July 1959.

PHILIP R. MALONE is Chief of Party of the Public Administration Service contract.



## HONDURAS

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	1388	1550
Pub. Adm.	77	69

Tariff. During 1959 the Public Administration Advisor (Tariff) made a study of the tariff history of Honduras, which the Honduran Government subsequently published. He prepared an analysis of the height of the Honduran tariff, the fiscal role of the tariff, the burden of import taxes on imports into the country, and the structure and pattern of Honduras Foreign Trade. Training of the Tariff Investigations Staff, begun in 1958, was continued until October 1959 when that staff was converted to a Central American Integration Staff.

The tariff project was terminated in October after a decision by the Government of Honduras to change orientation of the project. Instead of revising the Honduran customs tariff, the GOH is now working toward Central American tariff integration and economic union. An equilibrated tariff would mean uniform rates in all five countries against imports from outside the region. Technical assistance for the integration of the Central American area is being provided by the Mexico Office of the United Nations Economic Commission for Latin America. The Public Administration Advisor (Tariff) returned to the U.S.

National School of Public Administration. In July 1959 a National School of Public Administration (Escuela Nacional de Administracion Publica) was opened officially by the President of the Republic. The School was headed by a technical director from the United Nations. ICA assisted by providing books for the library and, at the request of the Government, the Public Administration Advisor (Tariff) gave a regular course in Personnel Administration - the first in Honduras - and the Public Administration Advisor (Statistics) gave a special series of lectures. The School was closed in December when the Congress failed to appropriate funds.

## Honduras - Continued.

Purchasing and Supply Management. The project of assistance in the field of purchasing and supply was terminated in June 1959 at the close of the fiscal year, and the Public Administration Advisor (Supply Management) departed from Tegucigalpa.

Statistics. Looking to taking national censuses of population, housing and agriculture jointly in 1961, an experimental census was taken of the rural municipio of Sabanagrande in September 1959. One of its major purposes was the testing of the capacity of enumerators for handling adequately the work of a triple census. The town of Sabanagrande was enumerated in a single day for population and housing, using principally teachers as enumerators. Agriculture census enumeration in the town and collection of data for all three censuses in rural areas was scheduled to begin on the same day and continue for two weeks, with specially hired enumerators doing this work. The Public Administration Advisor (Statistics) assisted in all phases of preparation of experimental census documents and materials including census schedules and the enumeration manual. The same schedule designs tested in the rural municipio of Sabanagrande were used in an urban enumeration when an experimental census of housing and population was taken in the Buenos Aires barrio of Tegucigalpa in November. The Advisor prepared materials for a seminar on census administration and participated in the Central American Seminar on Census Administration which was sponsored by the United Nations and held in San Jose, Costa Rica, March 30 through April 4. The Seminar was attended by census officials of the Central American Countries and representatives of interested international agencies. The results of the seminar should be shown in improved census programs and more effective regional coordination of census activities in Central America.

Customs Administration. At the request of the Minister of Economy and Finance, the services of ROBERT B. KENNEDY, the Public Administration Advisor (Tariff and Customs) at USOM/Paraguay, were obtained for a period of two months to return to Honduras for a review of the operation and organization of the customs system. The eight principal customs posts were visited, where detailed discussions were had with about 120 people representing all principal customs officials and customs brokers as well as merchants, chamber of commerce, and shipping agents. A report was prepared which set forth findings and recommendations, including suggestions as to method of putting its recommendations into effect.

Honduras - Continued.

Personnel Movement. JOSEPH PINCUS, Public Administration Advisor (Tariff), completed his two-year tour of duty in April 1960; ROBERT BAKER, Public Administration Advisor (Procurement and Supply Management), left Honduras when his project was terminated June 30, 1959; and ROBERT B. KENNEDY, Public Administration Advisor (Tariff and Customs) at USOM/Paraguay, had a sixty-day tour of duty in Honduras during April and May 1960.

**PANAMA**

ICA Technical Cooperation and Public Administration Programs  
(in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop	1460	1610
Pub. Adm.	147	222

The introduction of improved management methods, the development of a stable career service, and the provision of adequate facilities for public service training are cornerstone objectives in the public administration technical assistance program in Panama. The successful realization of these objectives is basic to the achievement of the long-range goals in this country's total development program. The Public Administration program in 1959 continued to be carried out by means of an ICA-financed contract with the University of Tennessee.

Management Improvement in the Government of Panama. Most of the administrative reforms adopted by the Government of Panama during 1959 were inspired by advice rendered through the technical assistance program. Major actions were as follows:

Legislation was enacted providing the basis for an Executive Staff Secretariat in the Office of the President. A Director of Planning and Administration with rank of Cabinet Minister will direct

Panama - Continued.

the work of four departments: a) Planning, b) Personnel, c) Budget, and d) Administrative Organization. These departments are to be established by separate organic laws.

Legislation was enacted establishing the first of the above departments, the Department of Planning, and agreements were signed by the Government with both the USOM and the UN for the provision of technical assistance to the new agency.

The budget of the Career Service was doubled, thus enabling it to establish several new staff positions in the fields of recruitment and examination, training, and classification. A plan for making promotions on a merit basis was prepared and applied with considerable success in the Internal Revenue Service, the principal agency under the merit system.

A budget system was adopted by the National Housing Institute in which non-recurring items were assigned to a capital fund which will finance, in part, a capital budget. This is the first time in Panama in which a plan for financing capital improvements has been adopted and income assigned apart from a general fund to support a capital program.

An allotment system was recommended for the Institute of Economic Development and has been installed.

The Council of the Municipality of Panama, on the basis of a series of studies requested of the University of Tennessee (U-T) advisors, enacted an ordinance establishing a new purchasing system, introduced improved payroll procedures and accounting and budgeting controls, and introduced improvements in administration of the Tax Code.

Work was completed on a number of other projects which await government action. These include the drafting of legislation to establish a Department of Budget and a Department of Administrative Organization within the office of the Director General of Planning and Administration; recommendations to improve accounting and auditing procedures within the Comptroller General's Office; the preparation of rules and regulations for the Career Service, and the drafting



## Panama - Continued.

of legislation establishing uniform classification and pay standards within the Government; proposed revisions of the Fiscal Code of the Republic; recommendations for the establishment of a government-wide budget of capital improvements; and an analysis of the need for government administrative reorganization. Organization charts were prepared for all ministries and autonomous agencies of the government and a Manual of Organization of the Executive Branch of the Government of Panama was published.

School of Public Administration. An analysis was made of the curriculum of the School of Public Administration at the University of Panama and recommendations submitted concerning its improvement. Proposals are under consideration by the Dean which would serve to shorten the unduly long program of study leading to a degree while at the same time incorporating more specialized public administration subject matter. A thorough analysis was completed of the University library holdings in the field of public administration which indicated serious deficiencies. By the end of the year, plans were in the making for a program to train professors of public administration for the University, and for fostering a program of public administration research. Moreover, plans were in the formulative stages for the expansion of the University's role in in-service training for public servants.

Participant Training. A total of six participants received training in the U.S. and Puerto Rico during calendar year 1959. Their fields of concentration included statistical machine methods, statistical sampling methods, budget administration, auditing and fiscal management, postal administration, and organization and methods. A study of participants for the period 1952-58 disclosed an excellent record on the part of the government in utilizing these individuals so as to take maximum advantage of their training.

United Nations. LOUIS H. HOSCH served as Public Administration Advisor and Technical Assistance Board Correspondent for the United Nations. Under the UN program to provide executive and operational personnel (OPEX). JEAN PESET occupied the post of Director of Administration in the Ministry of Finance.

Panama - Continued.

Personnel. ROBERT S. AVERY continued as Chief of Party for the University of Tennessee Group which consisted of ROBERT B. ELMORE, Fiscal Advisor; ROSS N. THOMSON, Organization and Methods Advisor; JOSEPH R. STARR, Advisor to the University of Panama's School of Public Administration; and HOWARD M. DANIELS, short-term Consultant in Accounting and Auditing.

## PARAGUAY

ICA Technical Cooperation and Public Administration Programs  
(in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	1737	1850
Pub. Adm.	119	136

The year 1959 was marked by the formal signing of three major agreements with the Government of Paraguay (GOP) in public administration: A Master Project Agreement with the Minister of Finance involving all administrative management practices of the GOP; an agreement with the Paraguayan Customs Service involving a general revision of the tariff law and improvement of customs and ports administration; and an agreement with the National University of Asuncion involving the establishment of a Paraguayan School of Public Administration. In developing these three project agreements, representing the Public Administration Division's reconciliation of the capabilities of the USOM and the needs of the GOP, emphasis was placed on the economic and institutional aspects of Mission objectives. On the economic side, PAD emphasis was in securing maximum utilization of the limited national budget and securing maximum revenue management efficiency. On the institutional side, the Division's emphasis was in developing a modern training and educational program in the professionalization of the public service.

Paraguay - Continued.

The basic approach of the PAD was to develop improvements one by one and to see that one was fulfilled before making another recommendation.

Ministry of Finance. In developing recommendations in the Ministry of Finance activity was concentrated on the Income Tax Office, which provided quarters, data, arrangements for interviews, and personnel for its management improvement activity. Among the recommendations that have been carried out are: installation of model standard forms; modernization of office space layout; improvement of central files; development of personnel; improvement of central planning management; and installation of property control recommendations.

National Telephone and Telegraph Corporation. Purchasing and warehousing management of the National Telephone and Telegraph Corporation (ANTELCO) was completely modernized by modification of existing physical facilities, reorganization of existing offices and methods of operation, development of new warehousing and purchasing forms, purchase of new office equipment, and hiring new personnel. New personnel regulations designed by the Paraguayan Public Administration Specialist were in large part implemented.

Paraguayan Customs Service. Wide interest in this project and active support has developed on the part of various government officials, customs brokers, and Chamber of Commerce. The basis for cooperative working relationships were set forth in two papers prepared by the Public Administration Advisor (Customs) - "How to Utilize the Service of an Advisor" and "Cooperative Relationship, Customs Brokers and the Customs Improvement Project". The Customs Service provided office space and equipment. During 1959, six full-time employees were assigned - a lawyer, an accountant, a personnel management specialist, an interpreter/translator, a bilingual secretary, and a messenger. In addition, arrangements were made for two representatives of the Paraguayan Customs Brokers Association to take an active part in the project.

1959 activities in the Customs Service project included:  
(1) A plan for the rearrangement of the International Airport terminal building to provide better utilization and better customs control was accepted and is being implemented; (2) codification by subject matter

## Paraguay - Continued.

of all tariff and customs laws was inaugurated and is progressing well; (3) procedures for special exemptions from duty on imports by the Government, by Diplomatic personnel, and by special concessionaries are in process of complete revision; (4) work was begun in improvement and modernization of procedures for importation, customs organization, customs documentation, personnel management and merchandize control in warehouses; (5) the initial work on the writing of a customs inspector's manual was begun; (6) discussions were conducted on a plan for general revision of the tariff schedule; (7) A Customs Service official was sent to Puerto Rico as a participant trainee in customs valuation.

Asuncion Public Water Works (CORPOSANA). Advisory assistance was provided to the Asuncion Public Water Works (a new government corporation referred to as CORPOSANA). A suggested plumbing code was prepared; an expanded system was developed for the management of motorized equipment; recommendations were made and implemented for an improved personnel system; and modern accounting techniques were recommended and equipment was purchased.

The Paraguayan School of Public Administration. The Director of the School as a participant trainee visited universities and schools of public administration in Puerto Rico, Central and South America, and in the U.S., where several universities were visited with the Public Administration Advisor (Education) before the latter's departure for Asuncion. The School was formally created by the National University Council within the Faculty of Economic Sciences and the Director was formally named by the Rector. Presidential approval of on-the-job training goals of the School were given by a supreme decree providing that nominated employees shall attend the School during office hours without loss of salary.

The formal inauguration of the School on October 7, 1959, was attended by the President of the Republic and five ministers of his cabinet. Many top officials of the national government, diplomatic corps, and university were among the 400 people present.

The first courses were given in October and November 1959 and included principles of public administration, personnel administration, financial administration, and organization and methods. Library and training materials were actively sought throughout the year and an embryonic library began to take shape during 1959.



Paraguay - Continued.

Statistical Project. Advisory services by the Paraguayan Statistical Technician were provided to the Central Bank, the Ministry of Finance, the Municipal Transit Office, the Telephone Corporation and the Ministry of Agriculture. This project has been terminated temporarily until further arrangements are made with the GOP.

Personnel Movement. ROBERT B. KENNEDY and THOMAS E. CUNNINGHAM arrived in early April 1959; NORBERT E. KOCKLER completed his assignment and was transferred in May 1959; LAWRENCE W. SMITH departed in November for home leave and assignment to USOM/Indonesia; DOYLE K. CASEY departed for home leave and reassignment in April 1960; CLORINDA MESQUITA (Paraguayan) was transferred from the Division to the USOM Economic Advisor in September 1959; DIMAS A. PIRES (Paraguayan) joined the staff as Administrative Assistant in September 1959; ROBERT B. KENNEDY departed in April 1960 for two months' temporary duty in USOM/Honduras.

**PERU**

ICA Technical Cooperation and Public Administration Programs  
(in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	2784	2800
Pub. Adm.	41	121

In providing assistance to the Peruvian Government in the organization and management of government offices and records, the specific objectives of the program have been on-the-job studies of existing operational problems, followed by recommendations and advisory counselling; and training of local personnel to continue the purposes of the program after the U.S. phase is concluded. These activities bear directly on other ICA activities because of the

Peru - Continued.

improvement in efficiency and economy in Peruvian Government office operations. The program of basic training in records management initiated in various ministries has become and will continue to be our most important records management activity.



Division chiefs and section chief of the Sub-Dirección de Personal y Escalafón of the Ministry of Public Education in Lima, Peru is working, in teams of five or six, on a study of the cost of outgoing communications for February 1960. Some 7,000 items were included. In the different sections costs ranged from about \$0.15 to about \$1.10 with an over-all average of about \$0.48 per communication.

Peru - Continued.

Records Management. Nearly 550 Peruvian Government employees spent up to 30 hours of basic training in records management in more than 300 class-room training meetings supplemented by practical workshops in the offices. More than 1,300 government personnel will have completed basic training during 1958, 1959 and the first half of 1960. The effects of this program now show in several ways: requests for basic training have increased to the limits of our capacity to satisfy the demand; recommendations for improvement are more readily accepted; and many trainees have made successful improvement on their own initiative.

In several offices the simplification of many routine procedures and the installation of "route slips", central control desks and centralized or centrally-controlled files have helped to cut down delays and establish control over papers enroute, and fifteen tons of useless old papers have been removed from the files in offices where improved filing systems have been installed.

Examples of Results Achieved. In Hospital Goyeneche in Arequipa the "Clinical Records File" was reorganized from a cumbersome numerical system to a simple patient's name file. Unnecessary registers were eliminated, duplicate Ward Reports were discontinued and the Administrative (Admissions) office was rearranged. The time for processing admissions was cut in half.

The procedure for paying bills in the administrative office of the Beneficencia Publica of Arequipa was reorganized. Funds are now obligated before ordering, batch processing has been eliminated and processing time has been reduced from two months to seven days.

In the Direccion de Industrias y Electricidad, Ministry of Fomento, the processing time lag has been reduced by 70 percent by the installation of a central document control desk and the simplification of procedures. Reorganization of the main office floor layout, installation of a central document control system and simplification of procedures in the Direccion de Areas de Salud, Ministry of Public Health, has reduced the time for processing purchase orders from about eight weeks to about five days.

Peru - Continued.

In the Direccion de Areas de Salud, Ministry of Public Health, the reorganization of the main office floor layout, the installation of a central document control system and the simplification of procedures have converted a tangle of paper work into a routine operation. Time for processing purchase orders was reduced from about eight weeks to about five days.

Installation of a central document control system in the Direccion del Fondo Nacional de Salud y Bienestar Social, Ministry of Public Health, coupled with procedures simplification and office rearrangement has reduced average processing time by nearly 50 percent.

Participant Program-Records Management. Participant activities are minimal because the desirable trainees do not meet minimum English language requirements.

Budgetary Administration. At the request of the Minister of Finance and Commerce, the essential aspects of existing Peruvian budgetary organization and systems were reviewed in the interests of proposing a plan for their improvement. This preliminary review made in September by USOM/ Ecuador Public Administration Advisors MARVIN WEISSMAN and MIGUEL A. VELEZ, recommended that a further short-range survey be made and proposed a possible calendar to carry out a two-year schedule of moderate reforms.

Tax Administration. A survey was made by Public Administration Advisor (Tax) JASPER S. COSTA following the request made in August 1959 by the Minister of Finance and Commerce. The report, completed in March 1960, consisted of a factual statement of conditions found in the Tax Superintendency of Peru, as well as general conclusions and recommendations independently reached. The proposed reform accepted in principle the maintaining of the Superintendency's basic structure but was designed to broaden responsibility at the top and confine operating levels to well-defined channels of authority.

United Nations. The United Nations Public Administration Mission established the Instituto Peruano de Administracion Publica, now in its second year. The UN group in cooperation with the Direccion de Servicio Civil y Pensiones is conducting a Position Classification Program.



Peru - Continued.

Personnel. The staff consisted of JOHN W. LAWTON, O & M Advisor, and JASPER COSTA, Tax Advisor.

## WEST INDIES AND EASTERN CARIBBEAN

### ICA Technical Cooperation and Public Administration Programs (in thousands of dollars)

	<u>Actual FY 1959</u>	<u>Estimated FY 1960</u>
Tech. Coop.	445	1015
Pub. Adm.	28	69

Economic Development. The ICA public administration program of advisory assistance to the West Indies Federation during its pre-independence period began in June 1959. FRED ALBERS, USOM Public Administration Advisor (Economic Development), assisted the Federal Government in establishing a Federal Development and Guaranty Fund. The Fund establishes facilities for granting medium and long term loans to West Indian private investors in small and medium sized manufacturing and tourist industries and for extending guaranties in favor of local financial institutions willing to extend such loans from their own resources at reasonable interest rates. ICA is rendering assistance by supplementing local funds in the initial capitalization of the Fund and by providing a non-voting advisor to the Fund's Advisory Board. The principal functions of the Advisory Board are the formulation of the Fund's policy for the guidance of the Approval Committee and to evaluate loan and guaranty applications. The loans and guaranties are to be serviced through local commercial banks.

Training in Accounting. To meet the problem of lack of trained government employees, a training institution has been established to prepare candidates in accounting. Two U. S. advisors in accounting and accounting training who arrived in 1960 are in process of developing course materials and will shortly begin training government employees in the field of accounting. The idea is that, after a

West Indies - Continued.

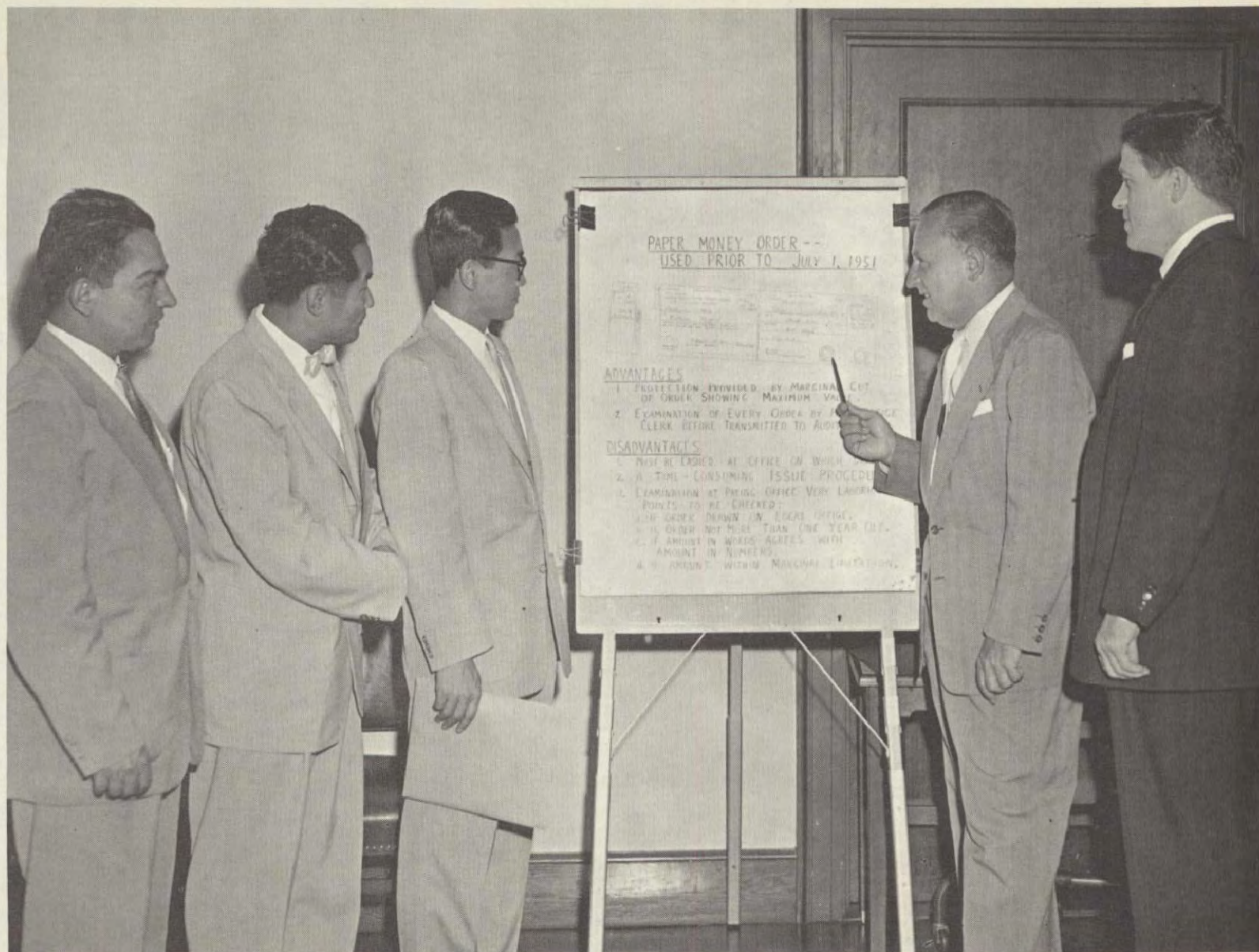
year of training, those who show the greatest promise will be sent to U.S. as participants. On their return some will move to more responsible positions and will be equipped to serve as trainers.

Public Service Training. The Civil Service Association of Jamaica, one of the major islands of the Federation, invited Dr. MARTIN DWORKIS, Professor of Public Administration at the Graduate School of Arts and Sciences at New York University, to participate with the Governor and civil service officials in a review of their facilities for public service training.

Personnel. The staff consists of AUGUST FRED ALBERS,\* Advisor in Economic Development, and two Accounting Advisors: RAHLIN WARREN and C. B. CROFT.

\* Died July 1, 1960.





Roberto Hernandez Segura, Economist, Ministry of Economy, El Salvador, Ming Hong Bae, Deputy Chief, General Loan Department, and Chong Hwa Lee, Vice Manager, Appraisal Department, Korean Reconstruction Bank, Seoul, Korea, visit the Post Office Department in Washington with Advisor John L. Crawford of TB/PAD. J. Harold Marks, Finance Officer, Bureau of Finance, explains the money order and postal savings systems to them. Left to right, Mr. Hernandez, Mr. Bae, Mr. Lee, Mr. Marks, and Mr. Crawford. (Photo by Post Office Dept.)

# PUBLIC ADMINISTRATION PARTICIPANTS TRAINED BY ICA IN U.S. DURING FISCAL YEAR 1960

COUNTRY	TOTAL	ADM MGMT	BANK & CREDIT	BUS ADM EDUCATION	CUSTOMS ADM	ECOM PLAN	FISCAL ADM	JUDICIAL ADM	LEGIS ADM	O&M	PERF ADM	POSTAL ADM	PROC & SUPPLY	Pub ADM EDUCATION	STATE & LOCAL ADM	STAT	TAX ADM
Afghanistan	7	2	1			1	1			1			1				
Austria	3			3													
Bolivia	13	1				1	5							5			1
Brazil	57	1	1	28	2	4	2			3	2			6	1	5	2
British Guiana	1						1										
Cambodia	9		2											7			
Ceylon	5		1												4		
Chile	21		1							2		2		15			1
China	26	2	3			3	14		1		3						
Colombia	4		1				3										
Costa Rica	12				2	2				3	3					2	
Cuba	2															2	
Domin. Republic	1															2	
Ecuador	15	1				2	11					1				1	
Egypt	12	1/UN	1/UN	1/UN			2				1/UN						6
El Salvador	13	2	4				2							2		3	
Ethiopia	7						1	1		1	1				1	1	1
Ghana	1						1										
Greece	1					1											
Guatemala	3					1	2										
Haiti	4	1					2				1						
Honduras	8	1			3	1	1			2							
Indonesia	82	13	2			4	8	1		6	4	1		11	30		2
Iran	21	3		2			3			1				7	1	3	1
Iraq	9	1/SP					1	3		2				2			
Israel	12		1	5		2	2					1	1			1	1
Jamaica (& BMT)	13	2	1		1		5								1		1
Japan	17			17													
Jordan	3					2										1	
Korea	76	1	5	16	3	10	5				2			18		14	2
Liberia	2						2										
Mexico	1															1/SP	
Morocco	11	1								4				6			
Nepal	3								1					2			
Nicaragua	1												1				
Nigeria	33	11					1	1									
Pakistan	74			11		1	5			1		1		60		2	
Panama	8									3						1	
Paraguay	8	3			1		1			1						1	
Peru	2									1							
Philippines	34	2	1			2	13		2	2	1					7	4
Puerto Rico	1						1/SP										
Somalia	7	3					1							3			
Spain	25	2		3		1	1				8			3		7	
Surinam	2	1				1								3			
Thailand	67	5			2	9	9			2	2		1	12	1	14	10
Tunis	12		7			2	1				2			2			
Turkey	58	10		9			11			1	4		1	3	11	3	5
Uruguay	2	1														1	
Venezuela	1						1			4	1			6		2	5
Vietnam	32		2	2	4	2	4		1	4	2			1		1	
Yugoslavia	11	3				1			1	2	2						
TOTAL	853	94	34	97*	18	53	123	6	5	41	38	6	4	169**	50	79	36

These workload statistics include participants in U.S. from previous fiscal years as well as arrivals during FY 1960.  
 /UN indicates participants trained by TB/PAD who were funded by UN technical assistance programs.  
 /SP indicates participants trained by TB/PAD who were self-financed or financed by organizations other than UN or ICA.  
 \*includes 64 Business Administration Education participants under university-to-university contracts.  
 \*\*includes 136 Public Administration Education participants under university-to-university contracts.

## AREA SUMMARY

EUROPE & AFRICA	101
NEAR EAST & SOUTH ASIA	216
FAR EAST	343
LATIN AMERICA	193
TOTAL	853



# OVERSEAS PUBLIC ADMINISTRATION POSITIONS (Filled and Vacant)

as of  
December 31, 1959

<u>Speciality</u>	<u>Government Employed</u>		<u>Contract</u>
	<u>Filled</u>	<u>Vacant</u>	<u>Filled</u>
General Public Administration Advisors	34	7	6
Organization and Methods	13	3	3
Personnel Administration (Training, Classification, Civil Service)	12	6	3
Fiscal Administration (Budgeting, Accounting, and Auditing)	11	3	4
Public Finance (Taxation, Customs, Tariff, Central Banking)	18	9	14
General Services (Supply Management and Records Administration)	5	0	2
Organization and Administration of Institutes or Schools of Public and Business Administration, Economics, etc.	0	4	112
Local Government	8	1	0
Statistics (Census and General)	14	10	5
Other	19	4	14
	<hr/>	<hr/>	<hr/>
Totals	134	47	163

Number of countries 38

# OVERSEAS PUBLIC ADMINISTRATION POSITIONS (Filled and Vacant)

as of  
June 30, 1960

<u>Specialty</u>	<u>Government Employed</u>		<u>Contract</u>
	<u>Filled</u>	<u>Vacant</u>	<u>Filled</u>
General Public Administration Advisors	26	5	13
Organization and Methods	13	7	6
Personnel Administration (Training, Classification, Civil Service)	17	5	8
Fiscal Administration (Budgeting, Accounting, and Auditing)	12	7	15
Public Finance (Taxation, Customs, Tariff, Central Banking)	16	5	10
General Services (Supply Management and Records Administration)	1	0	3
Organization and Administration of Institutes or Schools of Public and Business Administration, Economics, etc.			82
Local Government	9	1	7
Statistics (Census and General)	17	7	8
Other	12	2	21
	<hr/>	<hr/>	<hr/>
Totals	123	39	173
Number of countries	39		

# **DIRECTORY OF** **PUBLIC ADMINISTRATION TECHNICIANS OVERSEAS**

**as of June 1, 1960**

<u>NAME</u>	<u>COUNTRY</u>	<u>FIELD</u>	<u>BEGINNING DATE</u>
Albers, Fred A. <sup>1/</sup>	W. Indies Fed.	Econ. Dev.	6/59
Albery, Michael	Guatemala	O&M	5/60
Alten, Ivan J.	Iran	City Planning	6/59*
Anderson, Lester S.	Costa Rica	Records Mgt.	5/58
Barbour, Ernest J.	Brazil	Pers. Class.	1/60
Barnett, Leo	Laos	Customs	12/59
Baumberger, Robert E.	Iran	General	4/59
Bennett, Harrison	Brazil	Budget	1/57*
Bernholz, Herman	Brazil	General	12/58*
Brady, James R.	Iran	Prog. Analyst	9/58
Breen, J. Thomas	Philippines	Statistics	11/59
Bush, Henry C.	Indonesia	Education	2/59
Casey, Doyle K.	Paraguay	O&M	2/58
Clinton, James M.	Turkey	Personnel	11/56
Coffman, Ray H. <sup>2/</sup>	Iran	General	10/58
Conklin, Maxwell R.	Spain	Statistics	4/60
Conover, Sherman H.	Iran	Accounting	7/59*
Cooke, Dorothy S.	Pakistan	Statistics	3/58*
Coop, Frederick R.	Yugoslavia	Public Services	1/59
Costa, Jasper S.	Peru	Tax	2/58*
Crain, Lawrence W.	Iran	General	4/58
Crawford, Fred G.	Philippines	General	3/59*
Crockett, Joseph P.	Taiwan	Tax	4/60
Croft, C. B.	W. Indies Fed.	Accounting	4/60
Crowe, Eugene B.	Jordan	General	8/59
Culbertson, Joseph L.	Laos	Prog. Asst.	12/58
Cunningham, Thomas E.	Paraguay	Education	4/59
Daenecke, Eric	Iran	Accounting	4/59*
Danish, John A.	Korea	Accounting	6/60
Davidson, James H.	India	Statistics	6/59
Davis, Norman C.	Ecuador	Personnel	4/59
Davis, Ray E.	Laos	General	8/59
Dienes, Kalman D.	Vietnam	General	10/59

<sup>1/</sup>Died July 1, 1960; <sup>2/</sup>Transfer to Pakistan July 1960; \*Second term at Post.

Directory - Continued

<u>NAME</u>	<u>COUNTRY</u>	<u>FIELD</u>	<u>BEGINNING DATE</u>
Elam, Edgar, H., Jr.	Philippines	Census	1/60
Eliot, Thomas L.	Korea	General	10/58
Ellis, Weldon T., Jr.	Pakistan	General	7/59
Evans, Gordon W.	Pakistan	Prog. Asst.	9/58
Fuller, J. Carl	Haiti	Finance	8/59
Geoffrey, Leon S.	Taiwan	Statistics	1/60
Gibbs, Leon L.	Iran	City Planning	10/59*
Goodman, J. Roe	Pakistan	Statistics	1/60*
Goodwin, Donald L.	Iran	General	9/58*
Hamilton, Arthur L.	Laos	Accounting	3/60
Hays, Samuel S., Jr.	Iran	Tax	9/59
Hinrichs, A. Ford	Pakistan	Statistics	9/59*
Hoermann, Siegfried A.	Iran	Census	9/57
Hunter, Dallas	Tunisia	General	12/58
Janer, Irma J.	Guatemala	Training	2/60*
Johnson, Robert R.	India	General	11/58
Jones, Garth N.	Indonesia	Education	10/59*
Jusseume, Leo J.	Cambodia	Support Tech.	10/59
Kennedy, Robert B.	Paraguay	Customs	3/59
Keough, David J.	Haiti	Econ. Dev.	7/59
Kilty, Daniel R.	Indonesia	Finance	10/59
Kirch, Arnold J.	Taiwan	Budget	2/59*
Knight, Foster	Bolivia	Customs	1/59
Knox, Newton B.	Vietnam	Statistics	4/59
Kockler, Norbert F.	Ecuador	O&M	11/59
LaFalce, Carmelo P.	Korea	Prog. Asst.	4/60
Lang, Arthur H.	Afghanistan	General	2/59
Lanou, F. Russell	Cambodia	Budget	9/58
Lawton, John W.	Peru	O&M	1/58*
Loomis, Richard P.	El Salvador	O&M	1/59
Lowe, Winfield	Iran	Personnel	9/58
McCarthy, Francis X.	Philippines	Personnel	4/60
McGrath, Sterling H.	Laos	Budget	10/59
McInnis, H. Donald	Guatemala	General	1/60*
McWhorter, Jesse B.	Iran	Budget	9/59*
More, John W.	Thailand	General	12/58*

\*Second term at Post.



Directory - Continued

<u>NAME</u>	<u>COUNTRY</u>	<u>FIELD</u>	<u>BEGINNING DATE</u>
Morgan, Cecil	Haiti	Tax	8/59
Murphy, Elliott	Costa Rica	O&M	3/59
Murtha, John F.	Vietnam	O&M	5/59
Nicklas, Charles	Philippines	O&M	6/59
Ogus, J. L.	Spain	Statistics	4/60
Oliver, Bernard J.	Taiwan	Finance	4/60
Olson, Wayne C.	Korea	O&M	10/59
O'Neill, Frank G.	Libya	General	12/59
Ormasa, Anthony J.	Turkey	General	1/58
Parker, Edlow G.	Brazil	O&M	7/59
Price, C. Lawrence	Taiwan	Tax	3/60
Prochnow, Lloyd A.	Surinam	Statistics	4/60
Rees, John O.	Iran	Tax	8/59*
Reich, M. Arthur	Korea	O&M	9/58
Renshaw, William B., Jr.	Iran	O&M	4/59
Richter, William J.	Iran	General	11/56
Rizk, William S.	Laos	Banking	4/60*
Robinson, Joseph B.	Iran	General	7/59
Rouse, Louis A.	Philippines	General	2/58
Schiro, Bruno A.	Iran	Statistics	7/58
Seitz, John L.	Brazil	Prog. Analyst	1/60
Schumacher, Joseph E.	Iran	Finance	9/58
Shaw, Carroll K.	Korea	General	9/59
Shaw, William	Iran	Customs	5/58*
Shephard, Lester C.	Iran	General	10/59*
Smith, Lawrence W.	Indonesia	General	6/60
Smith, Marvin M.	Chile	General	3/60
Smith, Nolle R.	Haiti	General	10/58
Soloman, Morris J.	India	Statistics	10/59
Stuck, Ivan W.	Iran	Fire Prevention	9/59*
Terry, Charles W.	Indonesia	Personnel	2/59
Thew, Joseph P.	Iran	General	7/58
Thorsen, Thomas W.	Iran	Municipal Govt.	9/59*
Tillinghast, Lee E.	Iran	General	3/59
Towne, Marvin W.	Iran	Statistics	7/58
Warren, Rahlin A.	W. Indies Fed.	Accounting	1/60

\*Second term at Post.

Directory - Continued

<u>NAME</u>	<u>COUNTRY</u>	<u>FIELD</u>	<u>BEGINNING DATE</u>
Weissman, Marvin	Ecuador	General	10/58
West, James E.	Thailand	Prog. Asst.	1/60*
Wigglesworth, James H.	Iran	General	9/59 *
Wolcott, Leon D.	Iran	General	3/59
Wood, David L.	Brazil	Personnel	12/59
Wynne, Waller, Jr.	Thailand	Statistics	8/59
Young, Robert J.	Guatemala	O&M	4/59

Directory of Personal Service Contracts  
(as of June 1, 1960)

<u>NAME</u>	<u>COUNTRY</u>	<u>FIELD</u>	<u>BEGINNING DATE</u>
Brueninger, Hubert	Pakistan	Accounting	7/59
Garvey, W. D.	Indonesia	Statistics	11/59
Henemier, Stanley	Pakistan	Statistics	7/59
Henningsen, Frederick	Pakistan	Accounting	7/59
Kearney, Bryant	Guatemala	Personnel	5/60
Loftus, John A.	Thailand	Econ. Dev.	5/56
Mogensen, Vida	Pakistan	Admin. Officer	7/59
Moreland, Carroll	Pakistan	Librarian & Res.	8/59
Raymond, T. J.	Spain	Ind'l Mgt.	5/60
Rydell, Ferdinand	Pakistan	Accounting	1/60
Stevens, Virgil	Pakistan	Pub. Ad. Ed.	7/59
Watson, James R.	Spain	General	2/59

\*Second term at Post.

# **DIRECTORY OF CONTRACTORS TECHNICIANS OVERSEAS** as of June 1, 1960

<u>NAME</u>	<u>COUNTRY</u>	<u>U.S. INSTITUTION</u>	<u>OVERSEAS INSTITUTION</u>	<u>FIELD</u>
Anderson, Dole A.	Brazil	Michigan State Univ.	Univ. of Bahia	Bus. Ad. Ed.
Anderson, N. P.	Thailand	Litchfield, Whiting, Bowme		Admin. Serv.
Aschom, Donald	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Admin. Serv.
Avery, Robert S.	Panama	Univ. of Tennessee		Chief of Party
Ballesteros, Marto	Chile	Univ. of Chicago	Catholic Univ. of Chile	Research
Barta, Andrew	Israel	New York Univ.	Hebrew Univ.	Bus. Ad. Mgt.
Bell, Bernard	Indonesia	Surveys & Research Corp.		Economics
Bemis, George W.	Brazil	Univ. of So. California	Univ. of Recife	Pub. Ad. Ed.
Berg, William	Korea	Univ. of Minnesota	Seoul Nat'l Univ.	In-Serv. Trg.
Elakeslee, David U.	Brazil	Michigan State Univ.	Sao Paulo Bus. School	Bus. Ad.
Bogle, J.	Thailand	Litchfield, Whiting, Bowme		City Planner
Borak, A. M.	Korea	Univ. of Minnesota	Seoul Nat'l Univ.	Finance
Bray, James O.	Chile	Univ. of Chicago	Catholic Univ. of Chile	Chief of Party
Bratt, Cecil	Thailand	Indiana Univ.	IPA, Thammasat Univ.	Pub. Ad. Ed.
Burzynski, Raymond C.	Brazil	Michigan State Univ.	U. of Sao Paulo Poly. School	Bus. Ad.
Campbell, C.	Korea	Brookings Institution		Tax Economist
Campbell, Earl C.	Brazil	Univ. of So. California	Brazilian School of Pub. Ad.	Chief of Party
Carlsson, Janice G.	Iran	Gov't'l Affairs Institute		Admin. Serv.
Garmichael, D. L.	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Office Mgt. Trg.
Child, Frank	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Economist
Gole, D. C.	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Economics
Collier, Norma J.	Korea	Surveys & Research Corp.		Secretary
Cox, J. Hillard	Iran	Gov't'l Affairs Institute		Manpower
Cresap, D. H.	Brazil	Univ. of So. California	Univ. of Bahia	Pub. Ad. Ed.
Cullers, S.	Thailand	Litchfield, Whiting, Bowme		City Planning
Davis, T. E.	Chile	Univ. of Chicago	Catholic Univ. of Chile	Economics
Deas, Harold M.	Iran	Gov't'l Affairs Institute		Procurement
Dettman, John A.	Korea	Univ. of Minnesota	Seoul Nat'l Univ.	Accounting
Dumbar, L.	Afghanistan	Public Admin. Service		Pub. Ad.
Eaton, B., Jr.	Afghanistan	Public Admin. Service		Revenue
Ehrenfeld, Sylvain	Israel	New York Univ.	Technion Univ.	Ind'l Mgt.
Elmore, Robert B.	Panama	Univ. of Tennessee		Fiscal
Emory, C. William	Korea	Washington Univ., St. Louis	Korea Univ. & Yonsei Univ.	Chief of Party
Erickson, Jane	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Secretary
Finkle, J. L.	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Academic Instr.
Fox, G.	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Pub. Ad.
Fox, Ruby	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Secretary
Frost, Carl F.	Brazil	Michigan State Univ.	Sao Paulo Bus. School	Bus. Ad.
Gage, J. A.	Japan	Univ. of Michigan	Waseda Univ.	Chief of Party
Gardner, R.	Afghanistan	Public Admin. Service		Budget
Georgion, Mabel	Iran	Gov't'l Affairs Institute		Records Mgt.
Gliddon, Reverdy T.	Thailand	Indiana Univ.	IPA, Thammasat Univ.	Pub. Ad. Ed.
Gonzales, Richard E.	Brazil	Michigan State Univ.	Sao Paulo Bus. School	Bus. Ad.
Gracey, Harry F.	Iran	Gov't'l Affairs Institute		Training
Gregory, Wade	Chile	Univ. of Chicago	Catholic Univ. of Chile	Research
Griffith, J.	Iran	Gov't'l Affairs Institute		Admin. Serv.
Hagelee, Elsie A. G.	Korea	Univ. of Minnesota	Seoul Nat'l Univ.	Secretary
Hale, J. S.	Thailand	Litchfield, Whiting, Bowme		City Planning
Hall, James K.	Korea	Brookings Institution		Chief of Party
Hanes, R. H.	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Admin. Serv.
Handy, E.	Thailand	Litchfield, Whiting, Bowme		City Planning
Harberson, Cecil R.	Iran	Gov't'l Affairs Institute		Stat'l Repts.
Harding, G.	Afghanistan	Public Admin. Service		Cadastral Engr.
Harsch, Alfred	Korea	Brookings Institution		Tax Economist
Hartstein, Raymond E.	Israel	New York Univ.	Technion Univ.	Pers. Mgt.
Harwood, Wilson F.	Iran	Gov't'l Affairs Institute		Chief of Party
Hemphill, Theron M.	Iran	Gov't'l Affairs Institute		O&M
Hettler, J. A.	Thailand	Public Admin. Service		Pub. Ad.
Hoagbin, J. E.	Japan	Univ. of Michigan	Waseda Univ.	Ind'l Engr.
Holmes, D. C.	Afghanistan	Public Admin. Service		Accounting
Hoskins, William R.	Korea	Washington Univ., St. Louis	Korea Univ. & Yonsei Univ.	Bus. Ad.
Hudson, K.	Afghanistan	Public Admin. Service		Admin. Secy.
Hunt, W. W., Jr.	Korea	Univ. of Minnesota	Seoul Nat'l Univ.	Property Assess.
Hyser, W.	Afghanistan	Public Admin. Service		Pub. Ad. Ed.
Jamison, Samuel H.	Brazil	Univ. of So. California	Brazilian School of Pub. Ad.	Erec. Secy.
Jean, Thelma	Korea	Washington Univ.	Korea Univ. & Yonsei Univ.	Pub. Ad. Ed.
Jolly, Raymond G.	Brazil	Univ. of So. California	Brazilian School of Pub. Ad.	In-Serv. Trg.
Kern, J. C.	Korea	Univ. of Minnesota	Seoul Nat'l Univ.	Transportation
Lamb, J. F.	Afghanistan	Public Admin. Service		

<u>NAME</u>	<u>COUNTRY</u>	<u>U.S. INSTITUTION</u>	<u>OVERSEAS INSTITUTION</u>	<u>FIELD</u>
Lang, Theodore	Israel	New York Univ.	Hebrew Univ.	Bus. Ad.
Larsen, W. F.	Korea	Univ. of Minnesota	Seoul Nat'l Univ.	Personnel
Lawrence, C.	Korea	Surveys & Research Corp.		Chief of Party
Lawrence, Charles	Brazil	Michigan State Univ.	Sao Paulo Bus. School	Bus. Ad.
Lawson, Robert	Thailand	Indiana Univ.	IPA, Thammasat Univ.	Pub. Ad. Ed.
Lazaro, Ream	Afghanistan	Public Admin. Service		Supply Mgt.
Lockyer, G. R.	Thailand	Public Admin. Service		Revenue
Longmaid, David D.	Thailand	Litchfield, Whiting, Bowne		Chief of Party
Loring, Karl H.	Iran	Govt'l Affairs Institute		Auditing
Luckett, T. E.	Thailand	Public Admin. Service		Revenue
Ludwig, Herbert	Brazil	Michigan State Univ.	U. of Sao Paulo Poly. School	Bus. Ad. Ed.
McBride, J. W.	Korea	Surveys & Research Corp.		Econ. Stat.
McElvenna, Raymond L.	Brazil	Univ. of So. California	Brazilian School of Pub. Ad.	Pub. Ad.
McKeen, Donna	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Secretary
McKeen, Robert	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Admin. Serv.
McMillan, Claude	Brazil	Michigan State Univ.	Sao Paulo Bus. School	Chief of Party
McNealy, Charles F.	Iran	Govt'l Affairs Institute		Budg. & Acctg.
Maiolo, F. J.	Thailand	Litchfield, Whiting, Bowne		Water Supply
Malone, Philip	Haiti	Public Admin. Service		Chief of Party
March, R. L.	Afghanistan	Public Admin. Service		Accounting
Massen, John B.	Iran	Govt'l Affairs Institute		O&M
Mauck, Elwyn A.	Korea	Univ. of Minnesota	Seoul Nat'l Univ.	Chief of Party
Maynard, Leonard	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	In-Serv. Trg.
Melanson, George	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	In-Serv. Trg.
Moe, Walter W.	Indonesia	Indiana Univ.	Nat'l Inst. of Admin. (Lembaga Administrasi Negara)	Chief of Party
			IPA, Thammasat Univ.	Secretary
Moffat, Jean	Thailand	Indiana Univ.		Pub. Ad.
Moore, H. L.	Thailand	Public Admin. Service		Chief of Party
Morris, G. M.	Thailand	Public Admin. Service		Chief of Party
Morris, Victor	Korea	Univ. of Oregon		Training
Mosel, James	Thailand	Indiana Univ.	IPA, Thammasat Univ.	Budget
Murphy, Marvin	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Chief of Party
Musolf, Lloyd D.	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	O&M
Myers, Charles B.	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Manpower Trg.
Myers, Scott	Iran	Govt'l Affairs Institute		Bus. Ad. Ed.
Oberg, Roger W.	Brazil	Michigan State Univ.	U. of Rio Grande do Sul	Pub. Ad. Ed.
Obern, Alfred G.	Brazil	Univ. of So. California	U. of Rio Grande do Sul	Office Mgt.
O'Hara, Winifred	Bolivia	University of Tennessee	Univ. of San Andres	Head Proj. Staff
Olson, Emory	Pakistan	Univ. of So. California	TPBA, Univ. of Karachi	Admin. Research
Paige, G. D.	Korea	Univ. of Minnesota	Seoul Nat'l Univ.	Secretary
Paich, Patricia	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Training
Peterson, O. F.	Thailand	Indiana Univ.	IPA, Thammasat Univ.	Research
Pforzheimer, Carl	Iran	Govt'l Affairs Institute		Library
Potts, Marion E.	Indonesia	Indiana Univ.	Nat'l Inst. of Admin. (Lembaga Administrasi Negara)	O&M
Price, R. L.	Afghanistan	Public Admin. Service		Bus. Ad. Ed.
Reed, Vergil D.	Brazil	Michigan State Univ.	Sao Paulo Bus. School	Bus. Ad.
Reidenbach, R. C.	Korea	Washington Univ., St. Louis	Korea Univ. & Yonsei Univ.	Ind'l Engr.
Rewoldt, S. H.	Japan	Univ. of Michigan	Waseda Univ.	Personnel
Richards, Allan R.	Bolivia	Univ. of Tennessee	Univ. of San Andres	Pub. Ad. Ed.
Richardson, Ivan L.	Brazil	Univ. of So. California	DASP School for Public Serv.	Budget
Richardson, R.	Afghanistan	Public Admin. Service		Chief of Party
Richman, Eugene	Israel	New York Univ.	Technion Univ.	Chief of Party
Robinson, Nelson M.	Bolivia	Univ. of Tennessee	Univ. of San Andres	Pub. Ad. Ed.
Rood, John F.	Brazil	Univ. of So. California	DASP School for Public Serv.	Personnel
Rose, Dale	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Bus. Ad. Ed.
Schindler, J. S.	Korea	Washington Univ., St. Louis	Korea Univ. & Yonsei Univ.	Bus. Ad.
Seubert, Fred	Korea	Univ. of Oregon		Customs
Shaeffer, J.	Afghanistan	Public Admin. Service		Office Mgt.
Shell, Walter	Bolivia	Univ. of Tennessee	Univ. of San Andres	Thesis Research
Siffin, W. J.	Thailand	Indiana Univ.	IPA, Thammasat Univ.	Accounting
Simonson, M. G.	Afghanistan	Public Admin. Service		Training
Skowronski, F.	Iran	Govt'l Affairs Institute		Bus. Ad.
Smith, Jesse	Korea	Univ. of Oregon		Ind'l Engr.
Smith, H. C.	Japan	Univ. of Michigan	Waseda Univ.	Secretary
Solis, C.	Thailand	Public Admin. Service		Pub. Ad. Ed.
Starr, Joseph	Panama	Univ. of Tennessee		Tax
Stewart, S.	Korea	Brookings Institution		



Directory - Continued

<u>NAME</u>	<u>COUNTRY</u>	<u>U.S. INSTITUTION</u>	<u>OVERSEAS INSTITUTION</u>	<u>FIELD</u>
Stine, Owen J.	Indonesia	Indiana Univ.		Admin. Serv.
Stoner, John E.	Thailand	Indiana Univ.	IPA, Thammasat Univ.	Chief of Party
Stover, Robert	Afghanistan	Public Admin. Service		Chief of Party
Taylor, Milton C.	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Tax
Thomas, M. L.	Thailand	Indiana Univ.	IPA, Thammasat Univ.	Pub. Ad. Ed.
Thomson, Ross	Panama	Univ. of Tennessee		O&M
Toulmin, Harry T.	Thailand	Public Admin. Service		Finance
Untereiner, Wayne	Iran	Govt'l Affairs Institute		Anthrop.
Vandewall, K.	Korea	Brookings Institution		Admin. Serv.
Walker, Dilworth	Iran	Univ. of So. California	Inst. for Admin. Affairs, Univ. of Tehran	Chief of Party
Warner, Arthur E.	Brazil	Michigan State Univ.	Sao Paulo Bus. School	Bus. Ad. Ed.
Wattles, Marshall	Korea	Univ. of Oregon		Economics
Winter, C.	Afghanistan	Public Admin. Service		Accounting
Woodruff, Lloyd	Vietnam	Michigan State Univ.	Nat'l Inst. of Admin.	Pub. Ad.
Woodruff, Richard V.	Iran	Govt'l Affairs Institute		Personnel

Note: Institute of Public Administration is abbreviated IPA, and Institute of Public and Business Administration is abbreviated IPBA.

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